



# Your Budget Your Innisfil

Investing in Today,  
Preparing for Tomorrow.



# 2019 & 2020 Budget Index

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# Investing in Today, Preparing for Tomorrow.

From our snow plow drivers, to our librarians, to our town planners, right up to our council – all of us at the Town of Innisfil are dedicated to making our community the best it can be. You work hard for your money and it's our job to make sure we get the most value out of every tax dollar, but we also want to make sure that everyone truly understands the process.

The 2019-2020 budget is unlike any other financial plan we've put together before. For the first time, we are switching to a service based budget, meaning our budget will be presented by the services we provide to you.

We invite you to take the time to read through the following pages and learn about the exciting commitments we're making to build a better Innisfil. And don't forget to join the conversation!

Visit us at [www.getinvolvedinnisfil.ca/yourbudget](http://www.getinvolvedinnisfil.ca/yourbudget) and tell us what you love, what you'd like to see more of, and any questions you may have.

**We're listening.**



# Who We Are & What We Provide

**Unfolding before us is a great Town that we're committed to making even better.**

Our main goal is to make Innisfil the place to be, so that you can fully enjoy the place you call home. It's our job to make your investment worthwhile and have you better understand how taxes work, the budget process, and how you're benefitting as a result.

We found that you all shared common ground in the desire for a budget that insures continued delivery of the services you expect and expands on the services you want for the future. Services that all work towards one outcome - giving you and your family the best kind of lifestyle possible.

**Inside this document, you will discover how the Town of Innisfil connects you with valued services and provides everything you need to live, work, and play.**



# We Are Innovators

**Finding new ways to work and bringing unique services to the community is critical to the way we operate. Moving past the status quo and thinking one step ahead is what makes us prepared for the future and leaders in municipal government.**

**Innisfil Transit:** You asked for it. We delivered the first on-demand transit system in the world. Working with UBER, Innisfil Transit has become a reliable, affordable way to get you from point A to B.

**Innisfil ideaLAB & Library:** Forget everything you thought you knew about the Library. From 3D printing and laser cutting, to coding and virtual reality, our HackLAB connects residents with hands-on experiences to learn, create, and be their own expert. The ideaLAB & Library is your community hub - filled with endless opportunity, creativity and the unexpected.

**Mobile Youth Centre:** We are bringing the fun to your family. The Mobile Youth Centre is a portable skate park, complete with games, sports equipment and other activities. Our Town is big, but we want to make sure everyone is a part of the excitement.

**Municipal Operations and Reports System:** Every time you e-mail us a question, call us with a concern or reach out for help, our award-winning software system makes sure we respond quickly and stay accountable to you.

**The Rizzardo Health & Wellness Centre:** We aren't waiting for a health centre to come to Innisfil - we are bringing it to you. The Rizzardo Health & Wellness Centre will be a one-stop shop for health services with a strong emphasis on wellness, education, prevention, and community.





# Our Roadmap: Inspiring Innisfil 2020

Every project, initiative and goal we have - everything we do - and everything you'll see in this book is guided by our Community Strategic Plan, *Inspiring Innisfil 2020*; in other words, it's guided by you.

In 2011, we started the journey of putting together our Community Strategic Plan, a guide for how we can make our community live up to its full potential and become "the place to be" by 2020. Every few years we update our Community Strategic Plan, and every time we do, we gather feedback from you - the people who call Innisfil home. We've gathered thousands of your comments over the years and are excited to be working together to build a bright and prosperous community for generations to come.

## Mission

The Town of Innisfil is a cohesive, caring, socially diverse municipality that values friendship, fun, cooperation and community spirit. We embrace a quality of life that celebrates a small-town feel and cottage lifestyle while offering a central location, comprehensive services and ease of accessibility. We are a community that is easy to get to and hard to leave.



# Our Guide: Our Corporate Strategic Plan

If our **Community Strategic Plan, Inspiring Innisfil 2020** provides the blueprint for the kind of community we're working to build, our **Corporate Strategic Plan** provides us with guidance for how to get there.

## Mission

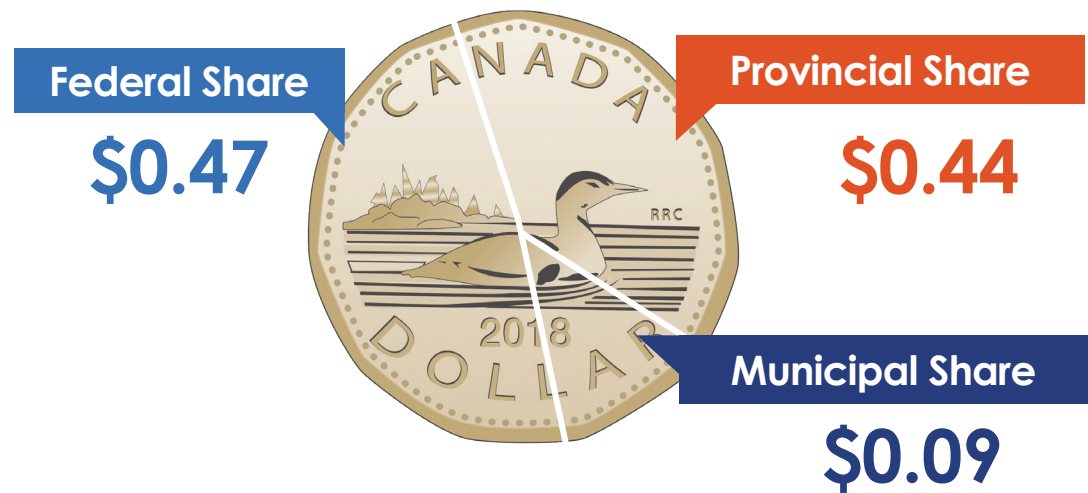
As a corporation, we are collaborative, communicative, caring and compassionate to the people we work with and the community we serve. We take a corporate-first view of our decisions and actions rather than a departmental one. We are relentlessly focused on finding new and innovative ways to help the community, the corporation and each other to succeed in a manner that is responsive, responsible and sustainable.



# Your Taxes: The Full Picture

While the Town of Innisfil provides numerous critical services that affect your everyday life, generally speaking we get a very small portion of taxes compared to other levels of government.

Despite this, we strive to make your community a great and affordable place to live, work, and play. We believe that every dollar you provide is an investment to make sure you enjoy all that Innisfil has to offer. We do our best to maintain current services, provide new services, and minimize taxes.



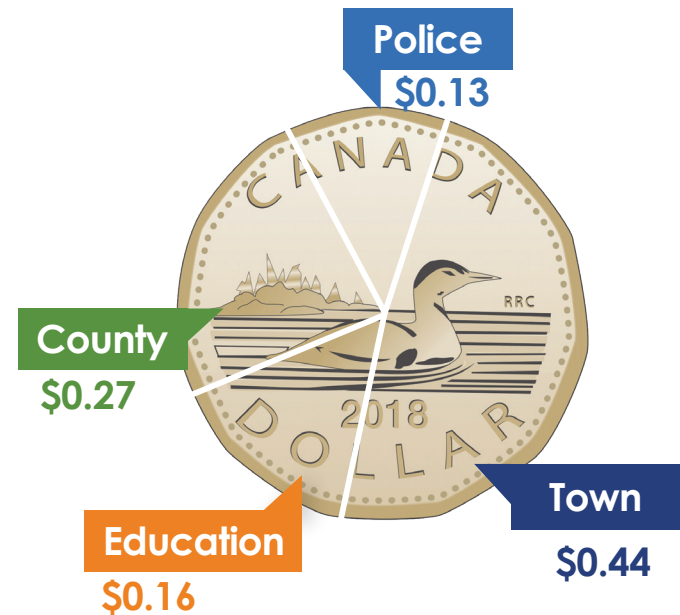
## Did you know...?

**Your tax dollar is divided among different levels of government and important services.**

Each level is responsible for different services, but it's your municipal government that has the highest influence on the services you use day-to-day.

# Providing Your Municipal Services

From every property tax dollar we collect, 44 cents goes to the Town of Innisfil. The rest goes to the County of Simcoe, South Simcoe Police, and the Province of Ontario.



## Town \$0.44

### EXAMPLE SERVICES:

- Innisfil Transit
- Roadway Access, Sidewalk Access
- Parks & Green Spaces
- Winter Control
- Fire Protection
- And Numerous Additional Services

## County \$0.27

### EXAMPLE SERVICES:

- Waste Collection
- Paramedic Services
- Simcoe County Tourism
- Long Term Care
- Forestry
- Social Services
- And Numerous Additional Services

## Police \$0.13

### EXAMPLE SERVICES:

- Community Mobilization & Engagement Unit
- Court Services
- Auxiliary Unit
- Records & Front Desk
- Crisis Outreach & Support Team
- And Numerous Additional Services

## Education \$0.16

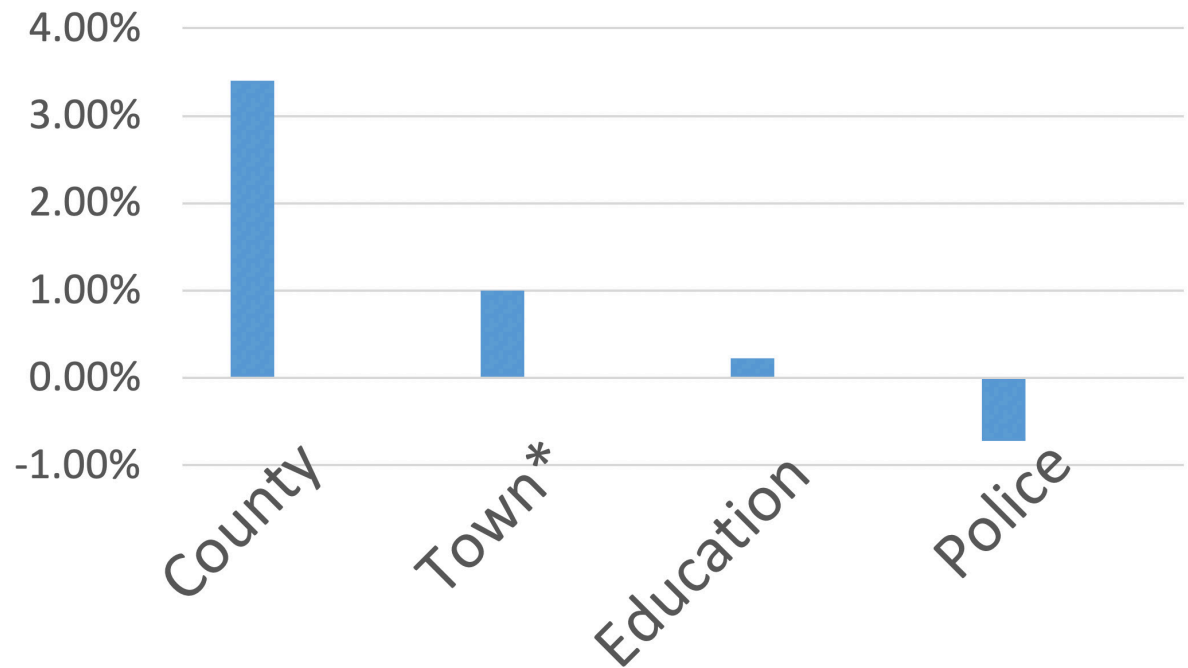
### EXAMPLE SERVICES:

- School Boards
- Teachers
- Schools
- Supplies
- And Numerous Additional Services

# Year Over Year Change: The Breakdown

The following information shows the percentage breakdown in cost for providing your services, compared to last year. As you can see, compared to 2018, the Town of Innisfil requires an increase of 1% for 2019 and 2020. That's less than half of what inflation is projected to be, in this case, 2.4%! When we say we are serious about keeping costs down and delivering value for your services – we mean it.

# 1%\*



\*Town portion only. Excludes Capital Levy.

# Year Over Year Change: Your Investment

We know lives are getting busier and that everyone is working harder to make a living than ever before; we know – and respect – how much trust you place in us. That is why we are constantly striving to make sure we operate as cost-effectively and efficiently as possible. The following information shows the increase for the average property owner. Or in other words, it shows your investment in valuable services that will help our community be the best it can be for generations to come.

**\$106 PER YEAR**

**\$9 PER MONTH**

## Increase for average property owner.\*

\*Represents combined average divided over two years. Average increase to property owner is \$98.23 for 2019 and \$112.79 for 2020. Numbers are based on average home value assessed at \$423,000 for 2019 and \$446,000 for 2020.

# Operating Budget vs. Capital Budget

**The Operating Budget is the power that keeps us running on a day-to-day basis.**

When you're calling the Town to report a problem, pulling over for firefighters on their way to a call, or attending a Library program - this is your operating budget at work. These essential services allow us to keep up with pothole repairs, snow clearing, and park maintenance, just to name a few. The Operating Budget ensures that we have engineers, librarians, community standards officers, town planners, administrative support, financial analysts, and an overall great team of employees who strive to make Innisfil a great place for you to live.

**The Operating Budget covers day-to-day costs such as the service of maintaining our parks.**



**The Capital Budget is used to request funding for new assets or for major repairs and replacement of existing assets.**

Whether we're building a new health hub, replacing a roof on a building, or repaving your road - this is your capital budget at work. From bridge repairs and road-widening, to new parks and facilities, new construction, expansions, or renovations are all considered Capital Budget projects. Each year, the Town collects the Capital Levy - money set aside for asset management so we can pay for current and future repairs and replacement of our infrastructure. **That's smart planning!**

**The Capital Budget covers new development, such as the construction of a brand new playground.**



# Service Based Budgeting

Will the Firetruck arrive on time? Will my street be plowed? What kind of new programs are at the Library? When we talk about the things that matter most – we're talking about services. And that's what our Operating Budget is focused on now.

In addition to looking at the cost of utilities, staff resources and more – we're now looking at the cost of our services and making sure we're getting the most value out of your tax dollars.

## Advantages of Service-Based Budgeting:

**Improved Services** – Taking a closer look at what we do allows us to focus on making sure we are operating efficiently and effectively.

**Back to Basics** – Part of the exercise of switching to a Service Based Budget system means every employee and leader is asking themselves about what services they provide and where they should focus their time in order to deliver the best value.

**Easier to Understand** – A Service Based Budget is essentially another way to look at the budget - one that is more focused and simple. By creating a more accessible budget, we're empowering Council and the community to have a better understanding of the value and cost of all the services we provide, and more importantly, to have a more honest conversation.

**Public Accountability** – A Service Based Budget involves Town employees tracking their time by the services they help deliver. All costs associated with the service are captured, uncovering the true cost in a more holistic way.





# Traditional Budget

## OPERATIONS DEPARTMENT

Staff Resources

Materials and Supplies

Utilities

Contracted Services

Rents & Financial

Long term Debt

Transfer to Reserve  
& Reserve Funds



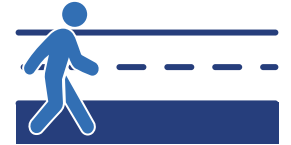
VS.

# Service Based Budget



Road Access

Sidewalks  
Access



Winter Control

Sports Fields &  
Courts



Arenas

Lake Access






Parks & Green  
Space

Community  
Centres & Libraries








# Your Guide to Your New Services

One of the advantages of having a service based budget is giving Council and the public the opportunity to take a closer look at the value of everything we do. With that in mind, we have grouped all our services into easy-to-navigate categories that align with our Community and Corporate Strategic Plans. To the left, under **Grow**, **Connect**, **Sustain**, are all the service bundles and services that are provided to the public –in other words, *what* we do. To the right, under **Lead & Manage** are all the service bundles that support and guide the services we provide to the public – in other words, *how* we do it. Under those categories

   <b>GROW, CONNECT, SUSTAIN</b>					
Category	Citizen & Council Services	Building the Town of Tomorrow	Community Prosperity	Community Spaces	Accessible Town
<b>Service Bundle -Services</b>	<b>Council &amp; Board Services</b> -Council & Committee Support -Election Administration	<b>Growing Communities</b> -Designing Communities -Ensuring Compliant Buildings	<b>Community Prosperity</b> -Community Grant Funding -Creating Jobs and Attracting Businesses	<b>Parks &amp; Recreation Spaces</b> -Sports Fields & Courts -Lake Access -Parks & Green Space -Arenas	<b>Roadway Network</b> -Road Access -Sidewalk Access -Winter control
	<b>Civil Services</b> -Licensing & Registration -Marriage Ceremonies			<b>Community Hubs</b> -Community Centres & Libraries	<b>Access to Public Transit</b> -Innifil Transit
	<b>Customer Service</b>				
	<b>Information Services</b> -Connecting the public to information, resources, tools				

You will find all of our **service bundles** (e.g. Roadway Network) and corresponding **services** (e.g. Road Access, Sidewalk Access and Winter Control.) Behind each service bundle is a detailed **business plan** (pgs -) that outline which teams are working together to provide that bundle, the goals of that bundle, how that bundle is performing, and other detailed information.

 <b>Arts &amp; Leisure</b>		 <b>Public &amp; Environmental Protection</b>		 <b>LEAD &amp; MANAGE</b>			
 <b>Community Programming &amp; Activities</b>		 <b>Fire Protection</b>		<b>Internal Support Services</b>			
<ul style="list-style-type: none"> <li>-Camp Programming</li> <li>-Leisure programming</li> <li>-Technology Training</li> <li>-Literacy Support Programming</li> <li>-Culture Programming</li> <li>-Health &amp; Wellness Programming</li> <li>-Community Outreach</li> <li>-Collections</li> <li>-Special Events</li> </ul>	<ul style="list-style-type: none"> <li>-Emergency Response &amp; Training</li> <li>-Fire Prevention</li> <li>-Public Fire Safety Education</li> <li>-Emergency Management Readiness</li> </ul>	<b>Financial Management &amp; Support</b> <ul style="list-style-type: none"> <li>-Financial Planning &amp; Reporting</li> <li>-General accounting</li> <li>-Procurement</li> <li>-Property Taxation</li> </ul>	<b>People &amp; Talent Management</b> <ul style="list-style-type: none"> <li>-Employee Relations</li> <li>-Labour Relations</li> <li>-Workplace Health and Wellness</li> </ul>	<b>Information Technology</b> <ul style="list-style-type: none"> <li>-Helpdesk</li> <li>-GIS</li> <li>-New business solutions</li> <li>-Maintaining Hardware &amp; Software</li> </ul>	<b>Corporate Legal Advice &amp; Support</b> <ul style="list-style-type: none"> <li>-Legal Advice</li> <li>-Real Estate transaction Support</li> <li>-Litigation Support</li> <li>-Risk management</li> <li>-Records management</li> </ul>	<b>Corporate Management</b> <ul style="list-style-type: none"> <li>-Corporate performance and management</li> <li>-Strategic planning and innovation</li> <li>-Alignment across Town Family Organizations</li> </ul>	<b>Communications &amp; Community Engagement</b> <ul style="list-style-type: none"> <li>-Internal &amp; External Communications</li> <li>-Community Engagement</li> <li>-Graphic Design</li> </ul>
<ul style="list-style-type: none"> <li>-Septic re-inspection certificate</li> <li>-Conservation Authorities</li> <li>-Water &amp; WW Provision</li> </ul>	<ul style="list-style-type: none"> <li>-Animal Control</li> <li>-Parking Enforcement</li> <li>-Property Standards</li> <li>-Other By-law Enforcement</li> </ul>	<b>Corporate Finance</b> <ul style="list-style-type: none"> <li>-Corporate Financing</li> </ul>	<b>Asset Management</b> <ul style="list-style-type: none"> <li>-Information to guide lifecycle management decisions for town assets</li> </ul>				
<ul style="list-style-type: none"> <li>-Policing Services</li> </ul>	<ul style="list-style-type: none"> <li>-Stormwater Management</li> <li>-Municipal Drains</li> </ul>						



## Department Mapping to Service Base Budget


Service Bundle	CAO	Communications	CDSB	Customer Service	Economic Development	Leisure Services	Engineering	Finance	Fire	People & Talent	Information Technology	Legal & Clerks	Operations	Planning	Library	Corporate & Other	Police	Local Boards & Authorities
Council & Board Services												*			*			
Civil Services			*	*								*						
Customer Service				*								*						
Information Services			*				*					*			*			
Growing Communities			*				*	*				*		*				
Community Prosperity					*	*	*											
Parks & Recreation Spaces						*	*						*					
Community Hubs	*					*	*								*			
Roadway Network							*											
Access to Public Transit														*				
Community Programming & Activities		*	*			*									*			
Fire Protection									*									
Community Standards			*															
Source Water Protection			*															*
Police Services																	*	
Stormwater Management							*						*					
Financial Management								*										
Corporate Legal Advice & Support												*						
People & Talent Management										*		*						
Corporate Management	*														*			
Corporate Financing																*		
Information Technology											*				*			
Communications		*													*			
Asset Management							*	*					*					


# How Our Budget Supports *Inspiring Innisfil 2020*

The following table present highlights of notable initiatives in the 2019 and 2020 approved budget that are aligned with our Community and Corporate Strategic Plans, *Inspiring Innisfil 2020*.



Strategic Direction	Alignment to the Strategic Plan Key Projects / Initiatives / Tactics
<p><b>Grow</b></p> 	<p><b>Operating Budget</b></p> <p><i>Community Engagement Strategy</i> – The adoption of a Community Engagement Strategy will encourage the development and strengthening of relationships and create higher levels of community involvement in government decision making.</p> <p>Guided by the Culture Master Plan, the Town will create and promote more opportunities for our residents to actively participate in events; empower community groups to take the lead in creating new opportunities for residents; and support the creative economy and local small businesses.</p> <p><i>Making Innisfil Business and Investment Ready</i> – A major focus of the Town's Economic Development Team will be to expand our entrepreneurial ecosystem, attract investors and help nurture their growth. This includes marketing Innisfil as a great place to be an entrepreneur, providing an engaged business environment and resources to existing and new businesses in Innisfil.</p>

Strategic Direction	Alignment to the Strategic Plan Key Projects / Initiatives / Tactics
	<p><b>Capital Budget</b></p> <p><i>Our Place &amp; Placemaking</i> – Our capital program includes projects that will guide the implementation of community's vision for growth and promote placemaking by enhancing our sense of place and connection to the community.</p> <p>The addition of public Wi-Fi, and other community placemaking amenities and initiatives will undoubtedly improve quality of life for our residents.</p> <p>Below is a list of capital projects that directly align to the goal of Grow in the Community Strategic Plan:</p> <ul style="list-style-type: none"> <li>• Our Place Official Plan Implementation (PLN36)</li> <li>• Public Wi-Fi &amp; Hot Spot (Wireless) Development at the Innisfil GO Station (IT143)</li> <li>• Mobile Outreach Unit (LIB66)</li> </ul>
<p><b>Connect</b></p> 	<p><b>Operating Budget</b></p> <p><i>Mobile Youth Centre</i> – The continued investment in our Mobile Youth Centre will help to increase youth physical activity and provide recreational activities to those youth and families that do not have access to traditional recreation facilities due to lack of transportation or financial means.</p> <p><i>Innisfil Transit</i> – Our innovative transit service will continue to evolve to meet the needs of our community. As part of Innisfil Transit, the deployment of electric bikes/scooters will provide additional transit options for residents and visitors of Innisfil.</p> <p><i>Beautifying Innisfil</i> – To enhance a sense of place and connection to the community using public art and heritage, a select number of utility boxes in each of Innisfil's settlement areas will be wrapped in printed historic images selected from the Our Stories database to commemorate Innisfil's Bicentennial (i.e. 200 years).</p>

Strategic Direction	Alignment to the Strategic Plan Key Projects / Initiatives / Tactics
	<p><b>Capital Budget</b></p> <p><i>Improving and Expanding our Roads</i> – With the increase in growth and traffic volumes in various areas throughout Innisfil, reconstruction and urbanization of our roadways are essential. These Road projects support our initiatives to proactively maintain roads to provide access, accommodate growth, and sustain communities.</p> <p><i>Improving Experience for Residents at Innisfil Beach Park (IBP)</i> – IBP is our most popular park and we remain committed to making sure we provide the best experience possible for residents and visitors. Part of this means not just making improvements to the park itself, but providing other activities and amenities to attract the public to locations outside of IBP. The new docking system will provide visitors a place to dock their boats for the day and stay in Innisfil, ensuring IBP is a recreation asset that everyone can enjoy, while the centralized sports complex will allow for tournaments and more programming of organized baseball/soccer in Innisfil.</p> <p><i>Digital Outreach Kiosks</i> – The new Marketing Kiosks will increase digital connections with our residents and provide the Town and the Library with new and convenient ways to connect residents with the information and tools they need.</p> <p>Below is a list of capital projects that directly align to the goal of Grow in the Community Strategic Plan:</p> <ul style="list-style-type: none"> <li>• 7th Line Improvements Yonge Street to 10th Sideroad (RDS350)</li> <li>• 25th Sideroad, Big Bay Point Road to Mapleview Drive - Reconstruction &amp; Active Transportation (RDS288)</li> <li>• 7th Line - 20th Sideroad to Lake Simcoe - Urbanization (RDS276)</li> <li>• 10th Line - Sandy Cove west settlement boundary to Purvis Street - EA/Urbanization/Active Transportation (RDS309)</li> <li>• Innisfil Beach Park- Docking System (PKS342)</li> <li>• Baseball/ Soccer Sports Complex (PKS334)</li> <li>• Marketing Kiosks (LIB65)</li> </ul>

Strategic Direction	Alignment to the Strategic Plan Key Projects / Initiatives / Tactics
<p><b>Sustain</b></p> 	<p><b>Operating Budget</b></p> <p>Various inspection programs, including the annual Storm Water Management Facilities and Municipal Drain Inspections programs, help to ensure we continue to protect and sustain our water resources and environment.</p> <p><b>Capital Budget</b></p> <p>These projects will support our initiatives to promote environmental responsibility throughout the community and develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.</p> <p><i>Town Campus Master Plan</i> – This will ensure servicing infrastructure improvements are made on the lands surrounding Innisfil Town Hall, the Innisfil Recreational Complex, the upcoming Rizzardo Health &amp; Wellness Centre and other facilities. This will allow for other exciting amenities to be serviced in the future.</p> <p><i>Updating our Engineering Standards</i> – This will help to ensure that Town infrastructure will be environmentally sustainable, accommodate maintenance and operational needs, improve accessibility, and reflect the latest sound engineering principles, all while facilitating and supporting the continued growth of the community.</p> <p><i>Continuing the Streetlight Retrofit Program</i> – This will allow us to generate further savings in annual hydro costs while promoting environmental responsibility.</p> <p>Below is a list of capital projects that directly align to the goal of Grow in the Community Strategic Plan:</p> <ul style="list-style-type: none"> <li>• Town Campus Servicing Master Plan (ENG53)</li> <li>• Engineering Standards Update (ENG34)</li> <li>• LED Streetlight Retrofit Program (RDS343)</li> </ul>



Strategic Direction	Alignment to the Strategic Plan Key Projects / Initiatives / Tactics
<p><b>Lead</b></p> 	<p><b>Operating Budget</b></p> <p><i>Internal Communications &amp; Engagement Strategy</i> – This will ensure effective and efficient internal communications processes and will lead to an increase in employee engagement, cross-functional collaboration and positive morale and culture</p> <p><i>Learning &amp; Development Strategy</i> – This will enhance our learning culture and provide a foundation and learning network to allow staff to execute and deliver on the Town's Community and Corporate Strategic Plan and culture initiatives. Leveraging our learning culture will allow us to execute commitments and retain talent.</p>
<p><b>Manage</b></p> 	<p><b>Operating Budget</b></p> <p><i>Financial Literacy Program</i> – This will help to improved financial literacy skills and enable leaders to make better informed business decisions, which will result in improved services that are financially prudent and sustainable.</p> <p><i>Open Data Portal</i> – The implementation of an open data portal will allow for transparency and sharing of municipal data.</p> <p><b>Capital Budget</b></p> <p>Below is a list of capital projects that directly align to the goal of Grow in the Community Strategic Plan:</p> <ul style="list-style-type: none"> <li>• Corporate Business Systems Improvements (IT73)</li> <li>• Enhance Financial Processes, Support &amp; Budget Development - Phase 1 (ADM28)</li> </ul>

*One Town, One Team*

# Innisfil

The Town is made up of a diverse set of teams, from public facing services to internal support services. While we may work out of different spaces, we all have the same goal in mind - to affordably improve the lives of our residents.



- Water Treatment
- Wastewater
- Infrastructure



- Hydro
- Distribution
- Power



- Children & Adult Programs
- Technology Training
- Collection Services



- Fire Protection
- Emergency Response
- Public Fire Safety Education



- Safety
- Patrolling
- Community Officers

## Town of Innisfil Services

The Town of Innisfil is committed to delivering services that meet the needs of its residents. For example, our planners and engineers work behind the scenes to develop a vision and plan for how a park will be created. Our operations staff on the other hand, are who you see maintaining the park, installing signage, cleaning up, and working to keep your parks in tip-top-shape. All these services work together under one umbrella, and they all contribute to your quality of life in one shape or form, guided by the Town's Community Strategic Plan, *Inspiring Innisfil 2020*.

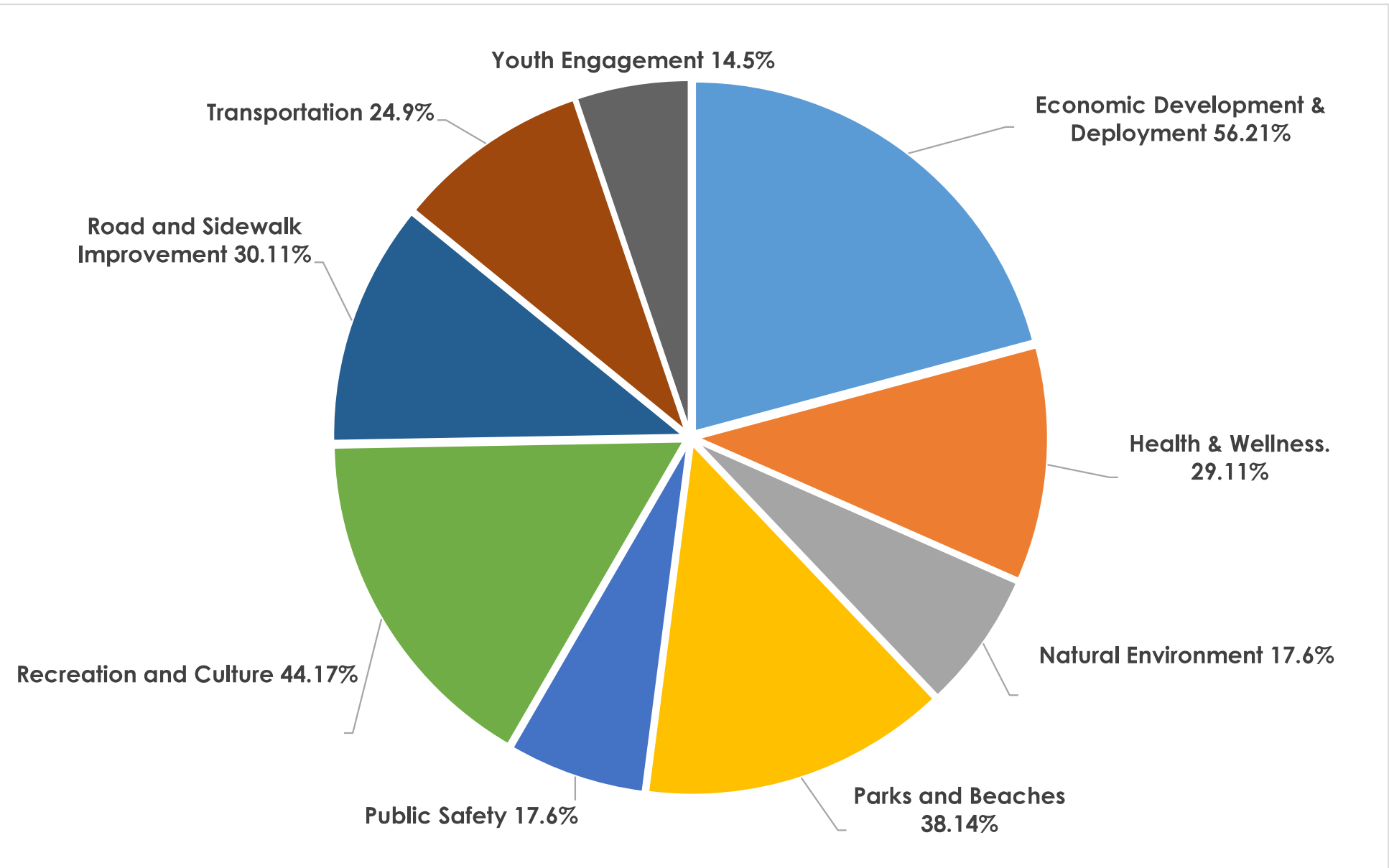


# What We Heard From You

While our Community Strategic Plan, *Inspiring Innisfil 2020*, provides guidance for what goes into our budget, we always check with you, the public, to learn about your priorities. Starting in the summer of 2018, we went online and in person to our Libraries, Community Centres and events to engage you, the people who live in our town, about what matters to you. We received about 282 priorities (and still counting) and are delighted to report that our budget is aligned with what you told us.

Many people said they don't want to commute to get to work, that they wanted health care services closer to home and that they wanted more community events. These are all desires that are addressed in this budget, thanks to our planned investment in our Economic Development team, the construction of our Rizzardo Health & Wellness Centre and the upgrading of our Mobile Youth Centre.

While this number of comments may not be enough to be taken as a true representation of our community – the good news is we're delivering on the priorities expressed by this small sample.





# Service Business Plans

# *Budget*



# How Did We Get Here: Operating Budget

In order to deliver on the services we provide to our community, we need to focus on putting together an effective Operating Budget. It provides us with all the funding necessary to keep us operational. This includes staff resources, office supplies, utilities and fuel. At all times – even before we sit down to start thinking about what goes into the Operating Budget, we are taking a close look at what we are doing to make sure that we operate as efficiently and cost-effectively as possible. We often find new ways to do this, like moving more services online and streamlining our activities – without compromising on our core Customer Service principles. As a result, we are confident that we are operating as lean as possible; and we put together the Operating Budget in the following steps:

- **Step 1: Keeping Costs Down.** We spend a considerable amount of time focused on keeping costs down. Every Department and Service Bundle Leader is asked to consider the following:
  - What revenue generating opportunities do we have? Sometimes there are new and exciting services we can provide to the community that we haven't even considered.
  - What are our user fees? Are we charging an adequate amount? If we notice for example that our parking rates are low compared to other municipalities, we can implement changes.
  - Have we found all the ways where we can save time and operate more efficiently? Departments are once again pressed to make sure their focus and time is spent on what matters most.
- **Step 2: Putting Budgets to Paper.** At this stage, the leader for each service area meticulously prepares their budget. Then representatives from each department and Service Bundle meet and review questions such as the following:
  - Does our budget support the Community Strategic Plan?
  - How is our budget meeting the needs of Innisfil's growth?
  - How is my budget keeping costs as low as possible?
  - How will inflation affect our budget and has that been factored in?
- **Step 3: What's In and What's Out?** This is one of the most important stages because it's where tough decisions are made to keep budgets lean in order to make sure we are keeping taxes low. Leaders from each department and Service Bundle carefully go over the budgets looking for value and considering what we hear from the community.

- **Step 4: Find More Efficiencies and Finalize.** We take this process seriously because we know how hard everyone in our community cares about having a cost-efficient Town. At this stage, the Operating Budget Committee members are tasked with reviewing all the budgets and making final recommendations to achieve a reasonable tax impact. Our goal here is to make sure that the Town portion of the tax increase year over year stays at or below inflation (excluding the Capital Levy). We collect tax dollars for services that the Town doesn't control, including Education, Police and the County of Simcoe. But we can control how much we collect for the municipality, so we work hard to make sure that our share is as low as possible – and fair to you. Once we hit that goal, our budgets are finalized, put together in conjunction with the Capital Budget and presented to Council for review.

## 2019 & 2020 Approved Operating Budget by Revenue & Expenditures

	2018 Approved Budget	2019 Approved Budget	2019 Year to Year \$ Change	2019 Year to Year % Change	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
Revenue							
Property Taxation	(1,298,884)	(1,536,884)	(238,000)	18.32%	(1,536,884)	-	0.00%
Registration & Facility Fees	(2,041,575)	(2,737,379)	(695,804)	34.08%	(2,782,229)	(44,850)	1.64%
Permits & Other Development Fees	(2,793,363)	(3,125,949)	(332,586)	11.91%	(3,128,223)	(2,274)	0.07%
User Fees, Licences and Fines	(885,277)	(1,231,974)	(346,697)	39.16%	(1,285,431)	(53,457)	4.34%
Penalties & Interest	(955,000)	(983,000)	(28,000)	2.93%	(983,000)	-	0.00%
Interest & Dividends	(315,000)	(708,279)	(393,279)	124.85%	(704,271)	4,008	(0.57%)
OLG Slot Machine	(4,900,000)	(5,000,000)	(100,000)	2.04%	(5,000,000)	-	0.00%
External Recoveries	(3,566,832)	(5,026,984)	(1,460,152)	40.94%	(5,283,609)	(256,625)	5.10%
Other	(574,420)	(1,121,678)	(547,258)	95.27%	(1,106,884)	14,794	(1.32%)
Transfer from Reserve & Reserve Funds	(5,160,062)	(4,732,812)	427,250	(8.28%)	(4,341,844)	390,968	(8.26%)
<b>Total Revenue</b>	<b>(22,490,413)</b>	<b>(26,204,939)</b>	<b>(3,714,526)</b>	<b>16.52%</b>	<b>(26,152,375)</b>	<b>52,564</b>	<b>(0.20%)</b>
Expenditures							
Wages & Benefits	24,296,069	27,936,379	3,640,310	14.98%	29,452,119	1,515,740	5.43%
Materials & Supplies	7,490,000	7,850,818	360,818	4.82%	7,968,434	117,616	1.50%
Utilities	2,478,942	2,400,679	(78,263)	(3.16%)	2,437,329	36,650	1.53%
Contracted Services	1,973,757	3,235,009	1,261,252	63.90%	3,190,403	(44,606)	(1.38%)
Rents & Financial	28,791	230,866	202,075	701.87%	231,816	950	0.41%
Long term debt – Principle & Interest	5,612,479	5,706,193	93,714	1.67%	5,573,202	(132,991)	(2.33%)
Transfer to Reserve & Reserve Funds	7,745,542	8,021,389	275,847	3.56%	7,998,760	(22,629)	(0.28%)
Conservation Authorities, Local Boards & Grants	577,237	564,897	(12,340)	(2.14%)	586,300	21,403	3.79%
Internal Recoveries/Transfers	(1,161,391)	(1,514,391)	(353,000)	30.39%	(1,563,043)	(48,652)	3.21%
<b>Total Expenditures</b>	<b>49,041,426</b>	<b>54,431,839</b>	<b>5,390,413</b>	<b>10.99%</b>	<b>55,875,320</b>	<b>1,443,481</b>	<b>2.65%</b>
**Operating impacts from approved capital budget	26,551,013	28,226,900	1,675,887	6.31%	29,722,945	1,496,045	5.30%
		28,703	28,703		77,450	48,747	
<b>Total Town Operating (Excluding Police &amp; Capital Levy)</b>	<b>26,551,013</b>	<b>28,255,603</b>	<b>1,704,590</b>	<b>6.42%</b>	<b>29,800,395</b>	<b>1,544,792</b>	<b>5.47%</b>
Capital Levy	5,515,000	6,660,000	1,145,000	20.76%	7,895,000	1,235,000	18.54%
<b>Total Town Operating (Excluding Police)</b>	<b>32,066,013</b>	<b>34,915,603</b>	<b>2,849,590</b>	<b>8.89%</b>	<b>37,695,395</b>	<b>2,779,792</b>	<b>7.96%</b>
Add:							
*BWG/Innisfil Police Service Board	9,705,144	10,146,183	441,039	4.54%	10,646,073	499,890	4.93%
<b>Total Operating Levy Requirement</b>	<b>\$ 41,771,157</b>	<b>\$ 45,061,786</b>	<b>\$ 3,290,629</b>	<b>7.88%</b>	<b>\$ 48,341,468</b>	<b>\$ 3,279,682</b>	<b>7.28%</b>

\*Town staff estimates

\*\*Operating impacts from approved 2018 capital have been incorporated into operating expenditures above



**Note: Explanation of Change**

The Town's Total Operating Budget in 2019 has increased year over year by 6.31%. The 10.99% year over year change in total expenditures reflects the annualized cost of new positions approved in 2018, rate changes, statutory benefits, grid progressions, an increase in non-permanent staff to meet service demands, and enhanced services. The increase in total expenditures is partially offset by new revenues generated. A significant portion of the new revenues is generated from inflationary increases in user fees and charges, as well as additional external recoveries related to 2017 & 2018 in year approvals for new Engineering staff.

## 2019 & 2020 Approved Operating Budget by Service Bundle

	2018 Approved Budget	2019 Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	2020 Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>External Services</b>							
Council & Board Services	809,225	812,069	2,844	0.35%	805,414	(6,655)	(0.82%)
Civil Services	(5,350)	16,103	21,453	(400.99%)	14,609	(1,494)	(9.28%)
Customer Service	534,353	506,616	(27,737)	(5.19%)	531,468	24,852	4.91%
Information Services	880,080	916,327	36,247	4.12%	954,929	38,602	4.21%
Growing Communities	259,464	493,249	233,785	90.10%	475,996	(17,253)	(3.50%)
Community Prosperity	557,231	1,120,817	563,586	101.14%	1,149,773	28,956	2.58%
Parks & Recreation Spaces	2,370,707	2,810,475	439,768	18.55%	2,841,081	30,606	1.09%
Community Hubs	2,741,672	2,212,555	(529,117)	(19.30%)	2,221,183	8,628	0.39%
Roadway Network	4,788,167	4,675,709	(112,458)	(2.35%)	4,789,350	113,641	2.43%
Access to Public Transit	205,500	260,806	55,306	26.91%	430,471	169,665	65.05%
Community Programming & Activities	1,869,461	2,135,709	266,248	14.24%	2,209,513	73,804	3.46%
Fire Protection	5,392,878	6,405,898	1,013,020	18.78%	7,191,033	785,135	12.26%
Community Standards	137,651	199,666	62,015	45.05%	209,808	10,142	5.08%
Source Water Protection	791,392	546,666	(244,726)	(30.92%)	571,267	24,601	4.50%
Police Services	9,705,144	10,146,183	441,039	4.54%	10,646,073	499,890	4.93%
Stormwater Management	927,923	923,052	(4,871)	(0.52%)	930,071	7,019	0.76%
<b>Internal Services</b>							
Financial Management	1,400,607	1,417,212	16,605	1.19%	1,436,554	19,342	1.36%
Corporate Legal Advice & Support	678,098	671,788	(6,310)	(0.93%)	726,006	54,218	8.07%
People & Talent Management	777,751	828,904	51,153	6.58%	849,534	20,630	2.49%
Corporate Management	562,707	1,133,385	570,678	101.42%	1,172,323	38,938	3.44%
Corporate Financing	4,215,014	4,658,474	443,460	10.52%	5,924,868	1,266,394	27.18%
Information Technology	1,261,816	1,281,311	19,495	1.54%	1,300,838	19,527	1.52%
Communications & Community Engagement	505,092	521,911	16,819	3.33%	535,328	13,417	2.57%
Asset Management	404,576	338,198	(66,378)	(16.41%)	346,528	8,330	2.46%
<b>Total Operating Budget</b>	41,771,157	45,033,083	3,261,926	7.81%	48,264,018	3,230,935	7.17%
Add: Operating Impacts From Approved Capital Budget	-	28,703	28,703		77,450	48,747	
<b>Total Operating Levy Requirement</b>	\$ 41,771,157	\$ 45,061,786	\$ 3,290,629	7.88%	\$ 48,341,468	\$ 3,279,682	7.28%

# Council & Board Services

## Service Business Plan

**Team Leaders:** Lee Parkin, Manager of Legal & Clerk Services

**Departments Involved:** Clerks and Library

**What Is the Value of This Service Bundle?** We ensure that all functions of Council and the Library Board and all related processes (such as elections) run effectively according to best governance practices and principles. We support transparency, accountability and ethical leadership for the benefit of all residents and all others involved in administrative support.

What Services Do We Provide?	
Council & Committee Support	Preparing and coordinating meeting schedules, agendas, policies, and procedures for Council and the many Committees of Council, as well as the Library Board and its Committees. Providing training and other resources as required.
Election Administration	Preparing for and administering the municipal election.

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
On-Boarding New Council	On-boarding new Council to educate and build a strong and trusting working relationship with staff and to enable conversations that lead to inspiring ideas between all stakeholders.	Strong decision-making that shows support and confidence between all stakeholders leading to efficient meetings and trust in the local government.	2019 Q2	Operating	N/A	3.2

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
On-Boarding & Training the New Library Board	Training and providing a newly-appointed Library Board with all the information it will need to take on its role of library governance successfully.	The new Library Board is trained, provided with all required and relevant information and is confident in its governance role. They understand their responsibilities surrounding advocacy, planning and fiscal responsibility and will move forward effectively.	The provision of required and relevant information and training is ongoing. Orientation training will be completed during Q1 and Q2 of 2019.	Operating	N/A	N/A
Increase Meeting Attendance	Provision of unique meetings that will have a new appeal to residents. Holding meetings offsite and/or in ways to attract new attendees. Potentially an outdoor in the park meeting.	Improved attendance at meetings with an engaged audience. Increased number of meetings streamed online. Increased community engagement surrounding important issues.	2019 Q3	Operating	N/A	1.2.2

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Ward Boundary Review	Start working with Planning Services to conduct a comprehensive ward boundary review by addressing the current significant differentials and looking at the projected short-term changes in the population and geography for equitable representation across the municipality.	New ward boundaries that provide comparable population numbers that also address the unique requirements of the different communities within the municipality. This may require an adjustment to the number of Councillors for some of the wards or significant changes in boundaries.	2021 Q4	Operating	N/A	N/A

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Council &amp; Board Services</b>					
Revenue					
User Fees, Licences and Fines	(100)	(100)	-	0.00%	
Registration & Facility Fees	(74)	(73)	1	(1.35%)	
Other	(392)	(387)	5	(1.28%)	
Transfer from Reserve & Reserve Funds	-	-	-	-	
<b>Total Revenue</b>	(566)	(560)	6	(1.06%)	
Expenditures					
Wages & Benefits	715,047	715,762	715	0.10%	
Materials & Supplies	69,363	62,063	(7,300)	(10.52%)	(1)
Utilities	8,166	8,086	(80)	(0.98%)	
Contracted Services	20,021	20,025	4	0.02%	
Rents & Financial	38	38	-	0.00%	
Transfer to Reserve & Reserve Funds	-	-	-	-	
Internal Recoveries/Transfers	-	-	-	-	
<b>Total Expenditures</b>	812,635	805,974	(6,661)	(0.82%)	
<b>Total Council &amp; Board Services</b>	\$ 812,069	\$ 805,414	\$ (6,655)	(0.82%)	

#### Note: Explanation of Change

(1) Decrease in public relation expenditures.

### Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Council &amp; Board Services</b>				
Council & Committee Support	811,519	804,864	(6,655)	(0.82%)
Election Administration	550	550	-	0.00%
<b>Total Council &amp; Board Services</b>	<b>\$ 812,069</b>	<b>\$ 805,414</b>	<b>\$ (6,655)</b>	<b>(0.82%)</b>

### How We're Performing

#### How Well Did We Do It?

Performance Measure	The new Council, Committees and Boards will be ready to take on their responsibilities for the next four years.
Story behind the data	Once the new Council, Library Board, Committees are officially appointed, then orientation will commence with the provision of training and resources intended to prepare all members to assume their duties confidently and effectively. Members will be consulted regularly to ensure that they have the tools they require to understand the expectations and requirements of an effective Council and Library Board. This communication will continue throughout the term to provide continuous learning and improvement opportunities.

### Is Anyone Better Off?

Performance Measure	Resident satisfaction with services provided/experiences at the Town/Library.
Story behind the data	The performance of Council, and the Library Board is reflected in how residents perceive that their needs/desires are being addressed when they set foot into any Town/Library facility. It is important that residents are listened to and their comments/issues are addressed as effectively as is possible. Council and the Library Board must be provided with significant and appropriate training and all the tools necessary to facilitate that type of ongoing response to the Community.
Where we want to go	We want to look at our Customer Service queries to better understand how many are being successfully resolved on an ongoing basis. We believe this will allow us to see how satisfied our Customers really are with our services, an important indication of whether our Council and Board have been able to fulfil their duties.



# Civil Services

## Service Business Plan

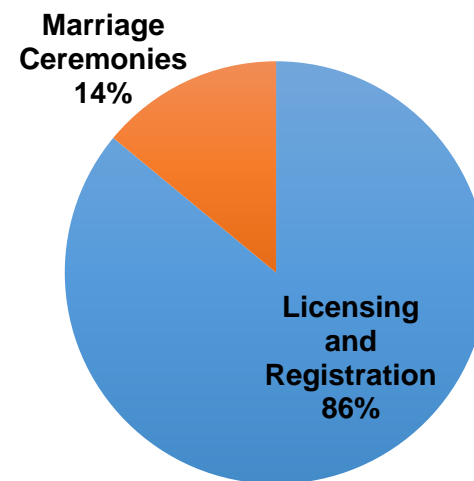
**Team Leader:** Lee Parkin, Manager of Legal and Clerk Services

**Departments Involved:** Clerks, Community Development Standards Branch and Customer Service

**What Is the Value of This Service Bundle?** We provide residents with some important services that only a municipality can provide, like licensing and commissioning. In addition, we have expanded our wedding ceremonies to provide visitors with a memorable event they are sure to cherish and remember.

What Services Do We Provide?	
Licensing and Registration	We administer local lottery licenses, commission documents and register vital statistics information etc.
Marriage Ceremonies	We provide an opportunity for couples to not only get a civil marriage license, but also a range of ceremony options.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Additional Commissioners	Commissioners can administer oaths which are required for a variety of reasons (i.e. swearing an affidavit) which is a service provided to internal and external customers.	Delivery of quick and efficient service for external and internal customers, with hopefully, a slight increase in revenue if we are processing customer requests faster.	2019 Q1	Operating	N/A	N/A
Increase civil wedding ceremonies	Support the increasing demand for civil wedding ceremonies by advertising, and leveraging our new outdoor gazebo for ceremonies.	Continued increase in demand for civil wedding ceremonies, translating into increased revenue for the Town.	2019 Q3	Operating	N/A	N/A

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Civil Services</b>					
Revenue					
Permits & Other Development Fees	(3,150)	(3,250)	(100)	317.46%	<b>(1)</b>
User Fees, Licences and Fines	(39,521)	(46,635)	(7,114)	18.00%	
External Recoveries	(3,802)	(3,796)	6	(0.16%)	
<b>Total Revenue</b>	<b>(46,473)</b>	<b>(53,681)</b>	<b>(7,208)</b>	<b>15.51%</b>	
Expenditures					
Wages & Benefits	56,361	60,648	4,287	7.61%	<b>(2)</b>
Materials & Supplies	8,849	10,273	1,424	16.09%	
Utilities	216	219	3	1.39%	
Contracted Services	140	139	(1)	(0.71%)	
Rents & Financial	160	160	-	0.00%	
Internal Recoveries/Transfers	(3,150)	(3,149)	1	(0.03%)	
<b>Total Expenditures</b>	<b>62,576</b>	<b>68,290</b>	<b>5,714</b>	<b>9.13%</b>	
<b>Total Civil Services</b>	<b>\$ 16,103</b>	<b>\$ 14,609</b>	<b>\$ (1,494)</b>	<b>(9.28%)</b>	

#### Note: Explanation of Change

- (1)** Increase related to higher volumes in civil marriage ceremonies performed and marriage licenses issued.  
**(2)** 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

**Budget Displayed by Service**

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Civil Services</b>				
Licensing and Registration	24,231	23,964	(267)	(1.10%)
Marriage Ceremonies	(8,128)	(9,355)	(1,227)	15.10%
<b>Total Civil Services</b>	\$ 16,103	\$ 14,609	\$ (1,494)	(9.28%)

# Customer Service

## Service Business Plan

**Team Leader:** Lisa Biegel, Supervisor of Customer Service

**Departments Involved:** Customer Service and Clerks

**What Is the Value of This Service Bundle?** The Customer Service team strives to provide fast, effective outcomes to customer inquiries to help customers successfully access the town and its services in a positive way.

What Services Do We Provide?	
Customer Service	<p>Whether it's on the phone, in person or through our digital channels, customer service offers single-point-of-contact delivery of solutions to customer inquiries and concerns in a timely and effective manner.</p> <p>Customer Service hours of operation have expanded beyond daytime hours to include the 1<sup>st</sup> and 3<sup>rd</sup> Wednesday evening of the month and every Saturday morning. The Customer Service team strives to answer each inquiry fully at the first point of contact no matter which channel is used: email, social media, phone, or in person.</p>

Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
<p>Integrate features of the new phone system to make connecting with customer service faster, easier and equitable for customers:</p> <ol style="list-style-type: none"> <li>1. Launch a “call-back” feature to dial back customers rather than having them wait on the phone line.</li> <li>2. Launch web conferencing so we can offer customer service using ASL (sign language) for individuals who are deaf or hard of hearing.</li> </ol>	<p>Customers report that the service was easy, convenient and improved their experience as measured on our customer satisfaction survey.</p>	<p>2019 Q1</p>	<p>Operating</p>	<p>N/A</p>	<p>4.1.2 4.1.3</p>
<p>Re-evaluating our service model (including hours and locations of service) with community input to make sure we are offering the highest-quality service that meets the needs of our customers and their busy lives.</p>	<p>We hear from the community and find ways to exceed those expectations.</p>	<p>2019 Q3</p>	<p>Operating</p>	<p>N/A</p>	<p>4.1.2 4.1.3</p>

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Customer Service</b>					
Revenue					
User Fees, Licences and Fines	(3,500)	(3,500)	-	0.00%	
External Recoveries	(51,114)	(51,122)	(8)	0.02%	
<b>Total Revenue</b>	(54,614)	(54,622)	(8)	0.01%	
Expenditures					
Wages & Benefits	547,343	572,224	24,881	4.55%	<b>(1)</b>
Materials & Supplies	7,700	7,680	(20)	(0.26%)	
Utilities	1,927	1,926	(1)	(0.05%)	
Contracted Services	1,420	1,420	-	0.00%	
Rents & Financial	2,840	2,840	-	0.00%	
Internal Recoveries/Transfers	-	-	-	-	
<b>Total Expenditures</b>	561,230	586,090	24,860	4.43%	
<b>Total Customer Service</b>	\$ 506,616	\$ 531,468	\$ 24,852	4.91%	

### Note: Explanation of Change

(1) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

### Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Customer Service</b>				
Customer Service	506,616	531,468	24,852	4.91%
<b>Total Customer Service</b>	\$ 506,616	\$ 531,468	\$ 24,852	4.91%

## How We're Performing

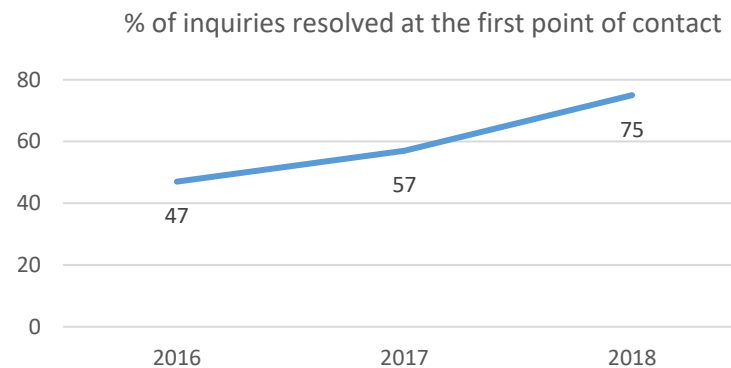
### How Much Did We Do?

Performance Measure	2015	2016	2017	2018 (YTD as of Nov. 1 <sup>st</sup> , 2018)
Total number of MOAR inquiries managed (excludes First Contact Resolutions)	5,253	5,406	5,539	4913
Total number of First Contact Resolutions (FCR) (MOAR inquiries are not created for FCR)	No Data	22,854	19,517	30,620

\*\*Total number of MOAR inquiries will decrease as First Contact Resolutions increase.

### How Well Did We Do It?

Performance Measure	% of phone inquiries that are resolved at the first point of contact (First Contact Resolution = FCR)
Story behind the data	<p>Through our 2017 customer service survey, the community told us that providing fast and effective solutions matters to our residents. We work hard to provide information and solutions to residents when they first make contact rather than asking them to wait for a response or talk to another person at the Town.</p> <p>We're happy to report that the one-call resolution rate has increased by 10% from 2016 to 2017 and 18% from 2017 to 2018.</p>



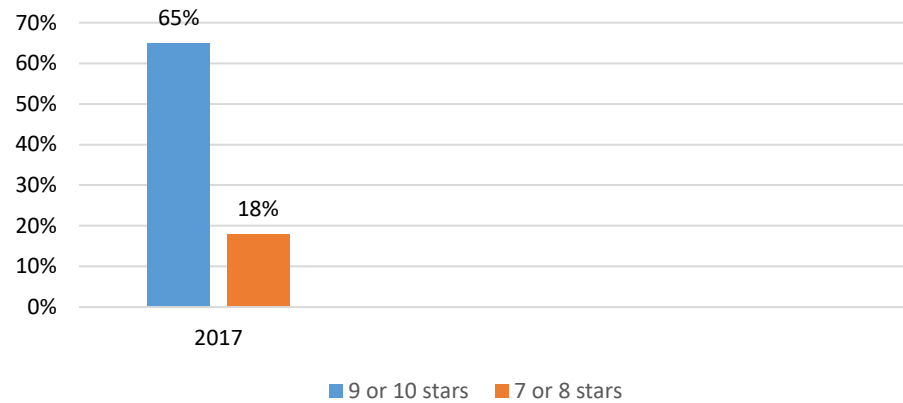


**Is Anyone Better Off?**

Performance Measure	Direct resident feedback – overall satisfaction score
<p>Story behind the data</p>	<p>The service we provide allows members of our community to interact with the Town and its services. We want that experience to be positive. We rely on feedback directly from users of the service to tell us whether that has happened or not.</p> <p>In 2017, 83% of survey respondents rated their overall satisfaction score as 7 or higher out of 10. The most common comments were around our hours of operation. Following the survey, the hours for customer service were expanded to include some nights and weekends.</p> <p>The community will be engaged for ongoing input starting Q4 of 2018 through our Get Involved engagement site. This will allow us to continuously monitor overall customer satisfaction. We will make service delivery adjustments as needed instead of evaluating customer satisfaction every two years.</p>

Where we want to go	The service goal is an overall customer satisfaction score of 8 out of 10 stars.
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**Customer Satisfaction Scores**



# Information Services

## Service Business Plan

**Team Leader:** Erin Scuccimarri, CEO/Chief Librarian

**Departments Involved:** Library, Clerks, Legal, Community Development Standards Branch, Engineering, IT

**What Is the Value of This Service Bundle?** Providing effective systems for connecting the public to information, resources and tools offered by the Town. By providing our residents with effective and transparent access to information, we are helping our residents to become better engaged and informed, leading to an increase in smart citizenship.

What Services Do We Provide?	
Connecting the Public to Information, Resources and Tools	<p>This service includes the following:</p> <ul style="list-style-type: none"><li>• Local History &amp; Heritage Documents</li><li>• Access to Town/Library held information</li><li>• Compliance Letters</li><li>• Municipal Freedom of Information and Protection of Privacy Act</li><li>• Building Community Networks</li></ul> <p>The Town and Library teams will provide opportunities for collaboration between all residents and community partners through connecting like-minded individuals and groups, nurturing and strengthening those partnerships and engaging in joint activities supporting shared goals chosen to make the whole community better. We aim to create diverse opportunities that enhance personal growth, community connections and sustainable skills for social, developmental and physical well-being.</p>

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Implementing the Open Data Policy	Open Data Policy was adopted 2018.	More exciting data sets are added to our website(s). The creation of an open data portal allows our residents to be better informed.	2020 Q4	Operating	N/A	SP9 Open Data Policy 5.5.2
2020 <i>Our Stories</i> Utility Box Wrap Initiative	Let's turn some of our utility boxes into something beautiful. Our plan is to transform them by covering them with historic images from the local settlement area. We will select the images from the <i>Our Stories</i> database to commemorate Innisfil's Bicentennial.	Our residents feel an enhanced sense of place, belonging and connection to our community through the use of public art and heritage. More residents are engaged in Innisfil's Bicentennial anniversary and there is plenty of media coverage and additional social media buzz through a "selfie" campaign.	2020 Q2	Operating	N/A	1.2.1 2.4.2 2.4.7 3.2.5  Official Plan 4.1.1 4.1.2 4.2.3 5.1.6

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Enhanced community outreach  Initiatives to watch: Implementation of marketing kiosks, creation of mobile outreach unit	Continue to take the Library to the Community by listening to residents, actively seeking new partnerships, nurturing current partnerships, and participating in events that strengthen the Library's presence. See: Community Programming and Activities, Communications, and Community Engagement, Community Hubs for connecting initiatives.	The Library plays an even stronger role as a Community Hub. More citizens are actively participating in library programming and events. Visits to and requests for visits from the Library continue to grow. The goal is to continue to grow and aim to thrive as a Community Hub for all our residents.	Ongoing target improvement.	Operating & Capital	N/A	1.2.2 1.2.3 3.2.4
Upgrade Integrated Library Catalogue System – Evergreen	Upgrade existing system to newer version.	Catalogue is functional, easy to search, and provides reliable results, enabling Staff and residents to locate information in the Library's physical and eBook collections.	2019 Q1	Operating	N/A	N/A
Promotion of Digital Citizenship	Provide programming to residents that will encourage digital literacy. E.g. Appy Hour, Tinkershops, Check-out-a-skill, Techsplorers.	At least 60% of residents feel comfortable accessing Town/Library digital resources.	Ongoing target improvement.	Operating	N/A	SP11 Digital Literacy & Smart Citizenship Strategy 1.3.5

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Information Services</b>					
Revenue					
Permits & Other Development Fees	-	-	-	-	
User Fees, Licences and Fines	(21,500)	(21,560)	(60)	0.28%	
External Recoveries	(2,903)	(2,925)	(22)	0.76%	
Registration & Facility Fees	(2,147)	(2,154)	(7)	0.33%	
Other	(11,334)	(11,371)	(37)	0.33%	
<b>Total Revenue</b>	<b>(37,884)</b>	<b>(38,010)</b>	<b>(126)</b>	<b>0.33%</b>	
Expenditures					
Wages & Benefits	898,928	937,197	38,269	4.26%	<b>(1)</b>
Materials & Supplies	48,376	48,648	272	0.56%	
Utilities	1,011	1,025	14	1.38%	
Contracted Services	723	850	127	17.57%	
Rents & Financial	1,106	1,110	4	0.36%	
Internal Recoveries/Transfers	4,067	4,109	42	1.03%	
<b>Total Expenditures</b>	<b>954,211</b>	<b>992,939</b>	<b>38,728</b>	<b>4.06%</b>	
<b>Total Information Services</b>	<b>\$ 916,327</b>	<b>\$ 954,929</b>	<b>\$ 38,602</b>	<b>4.21%</b>	

### Note: Explanation of Change

(1) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

### Displayed by Service

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Information Services</b> Connecting the public to information, resources, tools	916,327	954,929	38,602	4.21%
<b>Total Information Services</b>	\$ 916,327	\$ 954,929	\$ 38,602	4.21%

### How We're Performing

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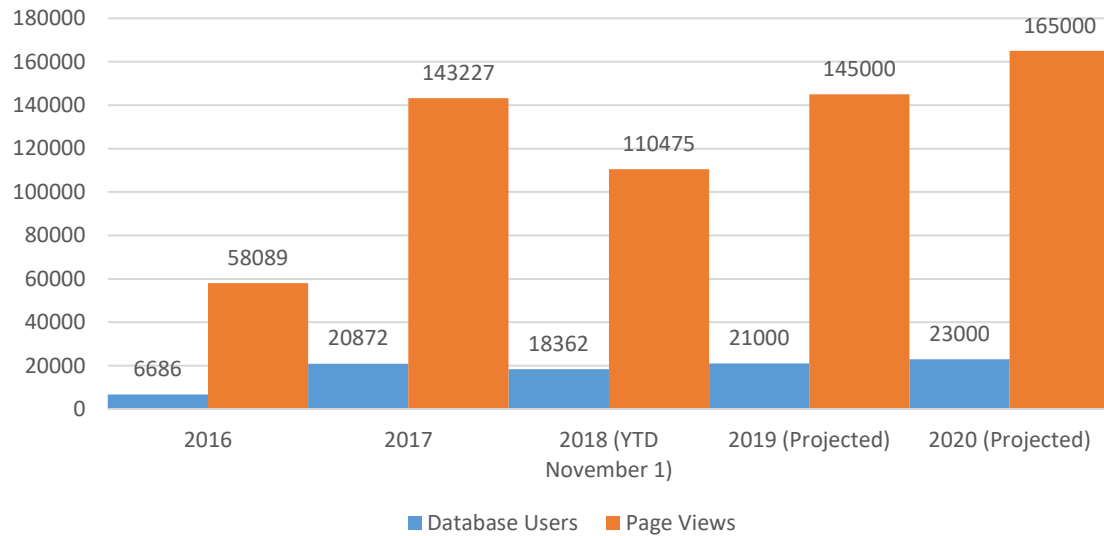
#### How Much Did We Do?

Performance Measure	2016	2017	2018
Amount of meaningful "open data" sets available to the public.	0-5	5-10	10+
Maintain or increase the number of programs run to encourage digital literacy (e.g. Tinkershops, Appy Hour, Computer Classes, Check-Out-A-Skill.)	218	307	259 (YTD as of October 1 <sup>st</sup> )

### How Well Did We Do It?

Performance Measure	2020 Our Stories Utility Box Wrap Initiative
Story behind the data	This campaign has been designed to enhance the sense of place, belonging and connection to the community through the use of public art and heritage. We will increase awareness of Innisfil's Bicentennial anniversary, and create social media buzz through a "selfie" campaign. Community members will be directed via the campaign to engage with the <i>Our Stories</i> Local History website, driving more traffic to these resources and creating more awareness and a greater sense of pride and connection to Innisfil's history.
Where do we want to go	We want community members to become more actively engaged in our Local History, and to explore and expand the holdings of our <i>Our Stories</i> database. We will measure the success of the campaign through increased usage of the database and rising numbers of page views.

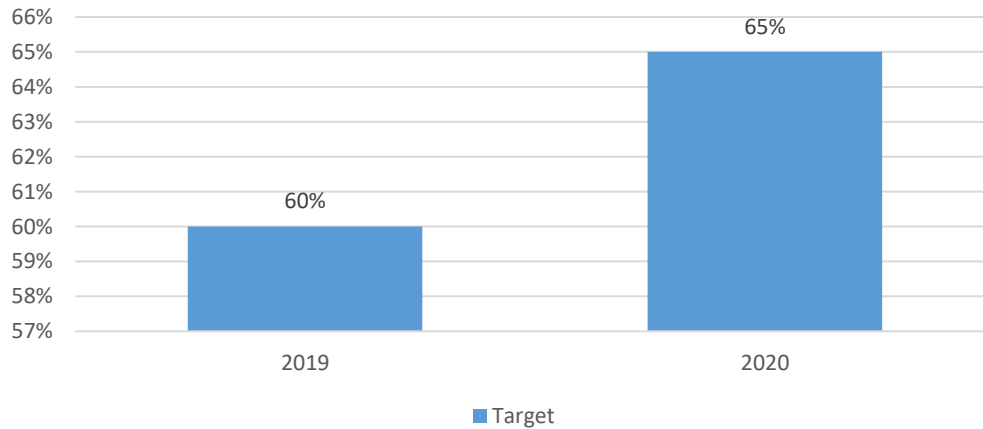
*Our Stories* Database Users and Page Views



**Is Anyone Better Off?**

Performance Measure	Technology Services – Digital Comfort
Story behind the data	In an increasingly digital world, our goal is to see more of our residents become comfortable using modern digital tools from smartphones, to virtual reality, computer programming, A.I., laser cutting, 3-D printing, robotics – and anything else that's coming around the corner. We do this by providing a number of evolving, exciting and engaging programs and services through the library.
Where we want to go	To measure if residents are more comfortable using digital tools after accessing library programs and services, we will implement a structured survey program. In 2019, we would like to see 60% of survey respondents acknowledging that they believe they have been provided with increased digital comfort after accessing library programs and services, and 65% in 2020. This increase will allow residents to engage more fully with other Town services and portals (e.g. GetInvolvedInnisfil.ca, ActiveNet, Bibliocommons) and gain access to valuable information and experiences, as well as aid them in navigating an increasingly digitally-based world.

**% of Respondents with Increased Digital Comfort After Library Programs & Services**





# Growing Communities

## Service Business Plan

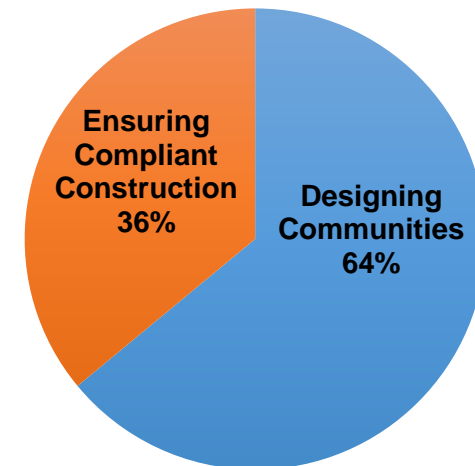
**Team Leader:** Tim Cane, Manager of Land Use Planning

**Departments Involved:** Planning, Engineering, Community Development Standards Branch, Finance, and Legal

**What Is the Value of This Service Bundle?** We support new neighbourhoods and enhance our existing ones. We believe in the principles of placemaking – connecting people physically and emotionally to places in their community. We deliver new developments, safe buildings and capital projects that accommodate growth and lay the foundation for future infrastructure, buildings and other public structures.

What Services Do We Provide?	
Designing Communities	We implement the concepts of placemaking through the review of development applications and development of new policies to guide Innisfil into the future. We work collaboratively with stakeholders to plan, design, and manage spaces that will promote wellness and happiness for Innisfil residents. We guide the design and construction of road improvements, new trails, new parks, and new facilities to support community growth.
Ensuring Compliant Construction	We facilitate safe, cost-effective, construction development by providing building science and construction regulatory information. Through our permitting system, we undertake construction drawing review and on-site construction inspection services, to ensure full compliance with the Ontario Building Code Act, the Ontario Building Code, municipal by-laws, and applicable provincial laws.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Multi-Use Park at Town Square	A well-designed civic park offers desirable amenities (like a splash pad and/or water feature, ice rink, and amphitheatre). This park would also offer fun-filled events to bring residents together, build a more united community and encourage more social interaction. Residents have a real alternative to Innisfil Beach Park.	Q4 2020	Capital	PKS25	1.1.3 2.4.4
Our Place Implementation	We see more features that promote placemaking. More people feel an emotional connection to their community.	Q4 2019	Capital	PLN41 PLN47 PLN36	1.1 1.2
Site Plan Process Mapping	Faster and better approval process where the community can see and experience higher quality developments that contribute to placemaking.	Q3 2019	Operating	N/A	1.1.3 1.2.2
Development application processing	Systematic and standardized use of project management software to smooth out and improve the application consideration process and make for greater efficiencies to complement the activities of other service areas.	Q2 2019	Operating	N/A	1.1.3 1.2.2
Heritage	We continue to reinforce the Cookstown Heritage Conservation District (HCD). The value of cultural heritage landscapes on community identity and placemaking are explored.	Q2 2020	Operating	N/A	2.4.2
Engineering Standards Update	The Town of Innisfil Engineering Design Standards and Specifications Manual are updated annually to reflect new technologies, best practices, environmental sustainability, and to accommodate continued growth within the community.	Q2 2019 Q2 2020	Capital	ENG34	1.1.3 1.1.5 2.1.3 3.4.1 3.4.3 3.5.2

Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Promote Environmental Responsibility Throughout the Community	<p>Environmental responsibility is championed throughout the community through public engagement and awareness, to protect the quality of our most important environmental assets such as Lake Simcoe and the numerous creeks and wetlands throughout Innisfil.</p> <p>We collaborate with external government agency partners and internal Town service areas to identify existing and potential programs/initiatives and incorporate them into existing Town policies and by-laws.</p>	Q4 2019	Capital	ENG48	3.4.3
Town Campus Servicing Master Plan	Following the completion of the Town Campus Master Plan, an additional Master Plan is completed to determine what site servicing infrastructure is needed to support growth and the types of exciting facilities that could be built as a result.	Q4 2020	Capital	ENG53	3.5.1 3.5.2 5.4.3
Growth Related Capital Road Projects	<ul style="list-style-type: none"> <li>• 7<sup>th</sup> Line (20<sup>th</sup> Sideroad to Lake Simcoe): urbanization</li> <li>• 25<sup>th</sup> Sideroad (Big Bay Point Road to Mapleview Drive): reconstruction</li> <li>• 10<sup>th</sup> Line (20<sup>th</sup> Sideroad to 25<sup>th</sup> Sideroad &amp; Sandy Cove to Purvis Street): environmental assessment for urbanization and active transportation</li> </ul>	Q4 2020	Capital	RDS276 RDS288 RDS309	2.1.3

Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Innisfil Beach Park Docking System	A new Docking System installed, providing tourists travelling by water with access to downtown Alcona. The Innisfil Official Plan update of January 2018 saw the Alcona Land Use Plan expand the Downtown Commercial area to the end of Innisfil Beach Park. A new Docking System could be the first step in developing interest to start implementing the commercial area extension.	Q4 2020: breakwall design and construction	Capital	PKS342	2.5.6 2.6.2
Complete Implementation of Electronic-permitting service	Residents currently have the option of electronically completing their Building Permit process from beginning to end. Going forward, success would see this initiative improved and expanded to facilitate web-based applications.	Q3 2020	Operating	N/A	N/A
Review and Update CDSB Standard Operating Procedures (SOP)	Staff are presented with new SOPs that are up to date and reflect current procedures, statutes and standards.	Q2 2020	Operating	N/A	N/A
Review and update Building By-law	Council is presented with a new Building By-law for consideration that is up to date and reflects current statutes and standards.	Q3 2019	Operating	N/A	N/A
Implement the new Ontario Building Code	A new Building code is issued, and staff understand the important changes made and are able to assist designers and builders with implementation.	Q2 2019	Operating	N/A	N/A
Assist/host Ontario Association of Building Officials with Annual Meeting and Technical Sessions	Innisfil plays a leading role in hosting or assisting with the 2019 OBOA AMTS, held at Blue Mountain. The Town of Innisfil is recognized, and we receive recognition amongst building industry affiliates, both private and public.	Q4 2019	Operating	N/A	N/A

## Capital Overview

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### Displayed by Classification

Renewal projects repair, maintain, and replace our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	112,300	168,600	280,900
Growth	41,844,245	99,431,296	141,275,540
Enhancements	82,500	40,000	122,500
<b>Total Growing Communities by Classification</b>	<b>\$ 42,039,045</b>	<b>\$ 99,639,896</b>	<b>\$ 141,678,940</b>

### Displayed by Project Type

Capital projects for Growing Communities include a vast variety of project types as growth impacts many assets types.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Engineering	1,094,007	1,780,145	2,874,152
Fleet	112,300	168,600	280,900
Information Technology*	-	75,000	75,000
Library*	-	26,088,500	26,088,500
Parks	12,306,441	31,145,932	43,452,372
Planning	611,000	1,574,000	2,185,000
Roads	27,915,297	38,807,719	66,723,016
<b>Total Growing Communities by Project Type</b>	<b>\$ 42,039,045</b>	<b>\$ 99,639,896</b>	<b>\$ 141,678,940</b>

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Growing Communities</b>					
Revenue					
Permits & Other Development Fees	(2,918,329)	(2,920,403)	(2,074)	7.11%	<b>(1)</b>
User Fees, Licences and Fines	(251,854)	(252,684)	(830)	0.33%	
External Recoveries	(2,474,861)	(2,548,184)	(73,323)	2.96%	
<b>Total Revenue</b>	<b>(5,645,044)</b>	<b>(5,721,271)</b>	<b>(76,227)</b>	<b>1.35%</b>	
Expenditures					
Wages & Benefits	4,973,410	5,021,408	47,998	0.97%	<b>(2)</b>
Materials & Supplies	298,071	299,050	979	0.33%	
Utilities	33,520	32,972	(548)	(1.63%)	
Contracted Services	288,237	287,966	(271)	(0.09%)	
Rents & Financial	2	2	-	0.00%	
Internal Recoveries/Transfers	545,053	555,869	10,816	1.98%	
<b>Total Expenditures</b>	<b>6,138,293</b>	<b>6,197,267</b>	<b>58,974</b>	<b>0.96%</b>	
<b>Total Growing Communities</b>	<b>\$ 493,249</b>	<b>\$ 475,996</b>	<b>\$ (17,253)</b>	<b>(3.50%)</b>	

### Note: Explanation of Change

- (1)** Reflects an inflationary increase to staff billing rates in the user fees and charges by-law.
- (2)** 2020 increase reflects salary progression, employment agreements, economic adjustments, and changes in benefit costs, which is partially offset by the Capital Project Manager contract position that ends Apr 2020.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Growing Communities</b>				
Designing Communities	949,902	878,282	(71,620)	(7.54%)
Ensuring Compliant Construction*	(456,653)	(402,286)	54,367	(11.91%)
<b>Total Growing Communities</b>	<b>\$ 493,249</b>	<b>\$ 475,996</b>	<b>\$ (17,253)</b>	<b>(3.50%)</b>

\* Surplus building code funds being directed to the restricted building code reserve.

## How We're Performing

### How Much Did We Do?

Performance Measure	2017	2018	Projected 2019	Projected 2020
Official Plan Amendment Applications	5	7 (as of Nov 2018)	4	4
Rezoning Applications	26	14 (as of Nov 2018)	22	22
Site Plan Applications <sup>1</sup>	68	100 (as of Dec 2018)	40	45
Shoreline Community Planning Permits <sup>2</sup>	n/a	n/a	55	60
Minor Variance Applications	114	120 (as of Nov 2018)	81	81
Lot Creation (Consent) Applications	54	15 (as of Nov 2018)	23	23
Subdivision Registrations (lots/units created) <sup>3</sup>	540 <sup>4</sup>	621 <sup>4</sup>	382	394
Subdivision Assumptions	7	1 (pending)**	8	7

Performance Measure	2017	2018	2019	2020
New Parks	1 – LSAMI P1	0 (design underway by developers)	2 – Sleeping Lion Skate Park, Multi-use Park at Town Square	2 – Alcona Capital & LSAMI P2
Number of Road Ends Redeveloped	N/A – new program in 2017	2 – Shore Acres Drive & Gilford Road	1 – 9th Line	1 – Big Bay Point
Kilometers of Trails Constructed	N/A – new program in 2018	1.0 km	2.0 km	5.0 km

<sup>1</sup> Site Plan applications increased significantly in 2017 and 2018 due to the inclusion of shoreline residential properties in advance of the Shoreline Community Planning Permit System (CPPS). Shoreline properties accounted for 57% of site plan applications in 2018.

<sup>2</sup> CPPS expected to be in place by Q2 2019. Permit application estimates based on site plan applications received for shoreline properties during 2017 and 2018.

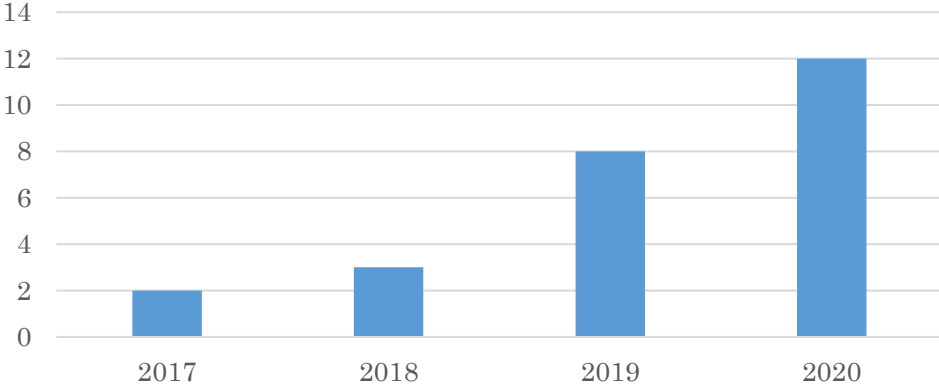
<sup>3</sup> Subdivision Registrations do not include seasonal recreational units associated with Friday Harbour.

<sup>4</sup> Due to market conditions, Developer/Builder focus has been on creating registered building lots and obtaining building permits during 2018 and not subdivision assumption.

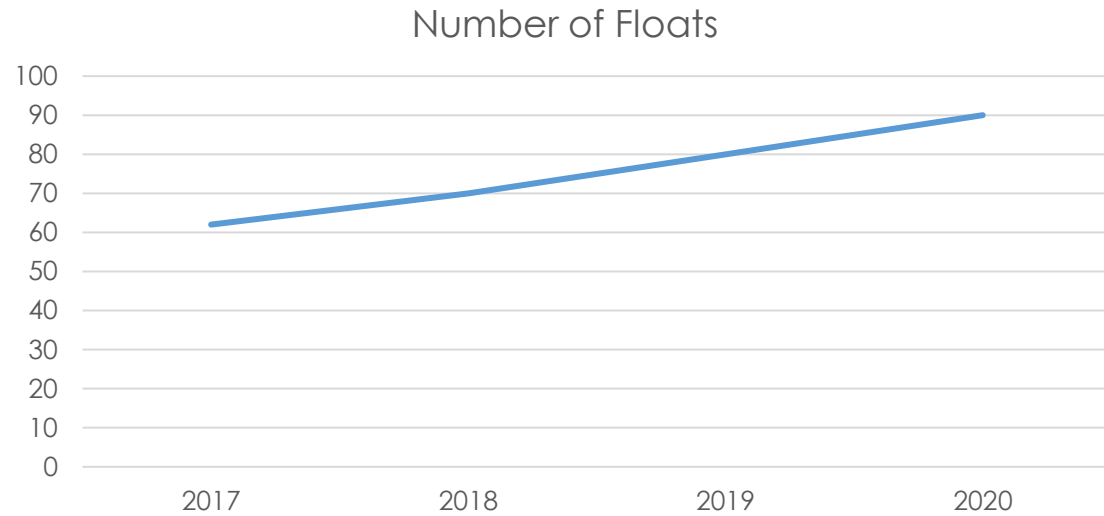
Performance Measure	2016	2017	2018 (at Oct 23/18)
Total Gross Floor Area Constructed (sq.ft.)	2,166,894	2,333,960	1,708,351
Total Construction Value \$	274,026,851	278,105,505	166,434,721
Number of Residential Permits issued	1,001	1,124	854
Number of Building Permits issued	1,096	1,211	898
Number of Inspections undertaken	7,831	10,293	8,908



**How Well Did We Do It?**

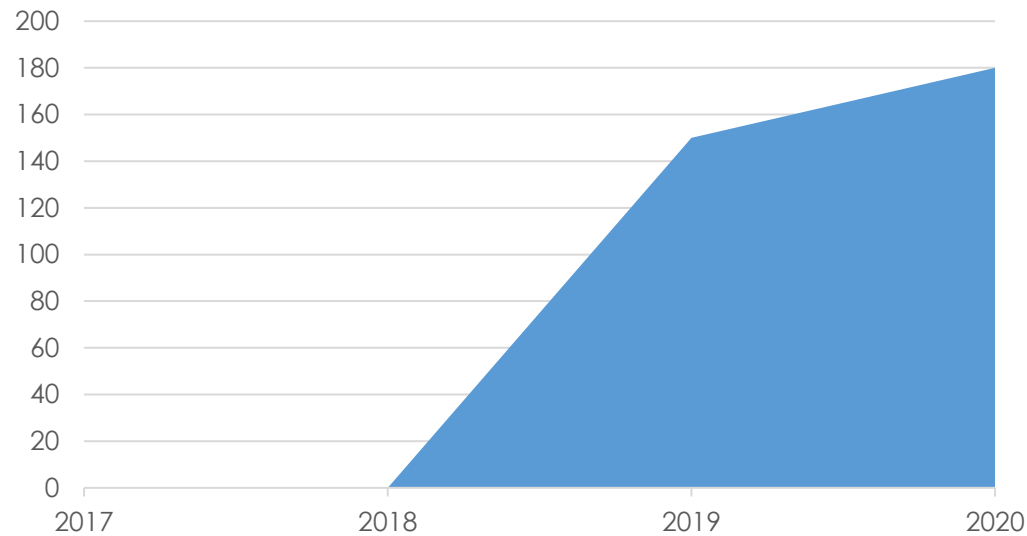
Performance Measure	Physical installation of placemaking projects										
Story behind the data	Laying the physical foundations for placemaking is critical for building emotional connections. These facilities will be provided by both Town and developer initiatives secured through policy development and planning approvals. Examples include public art, fire pits and community gardens.										
<p style="text-align: center;">Placemaking Installations</p>  <table border="1"><caption>Placemaking Installations Data</caption><thead><tr><th>Year</th><th>Number of Installations</th></tr></thead><tbody><tr><td>2017</td><td>2</td></tr><tr><td>2018</td><td>3</td></tr><tr><td>2019</td><td>8</td></tr><tr><td>2020</td><td>12</td></tr></tbody></table>		Year	Number of Installations	2017	2	2018	3	2019	8	2020	12
Year	Number of Installations										
2017	2										
2018	3										
2019	8										
2020	12										

Performance Measure	Counting the Floats
Story behind the data	The number of floats in a large community event provides a measure of community engagement and sense of place. A general increase in the number of floats will demonstrate a community that is growing cohesively and emotionally (special thanks to ICE Corp., Cookstown Chamber of Commerce).



Performance Measure	Number of new jobs per year resulting from site plan approvals
Story behind the data	Part of a complete community is facilitating job creation to avoid the need to commute outside Innisfil. Site plan applications that create jobs should be expedited to create jobs sooner and promote economic development in the Town. A reputation for a more effective site plan process will potentially attract businesses to locate here.

Local Jobs resulting from Site Plan Approvals



Performance Measure	Kilometers of Trails Constructed
Story behind the data	<p>The importance of a cohesive and comprehensive trail network in any community cannot be understated. Communities across Ontario are striving to promote healthier lifestyles through accessible physical activity opportunities. Walking and hiking are some of the simplest forms of physical activity and it is often one of the most popular leisure activities pursued by residents. As a result, trails are some of the most desirable neighbourhood amenities and form a key component of quality of life, contributing immeasurable community benefits.</p> <p>Nearly 20 kilometres of existing multi-use trails and park pathways are available throughout the Town, most of which are located within the Town's settlement areas. To support the strategic goal of "Connect" and objectives 2.1.2 and 2.5.3 from <i>Inspiring Innisfil 2020</i>, the Town completed the Town of Innisfil Trails Master Plan in November 2016. The Trails Master Plan identifies an integrated trail network that is supported by relevant trends, guiding principles, public engagement, policy development, and design standards, and therefore has created a capital project, PKS213 – Trail Program – Implement Trails Master Plan, to begin work on expanding and connecting the Town's trail network.</p>

# Community Prosperity

## Service Business Plan

**Team Leader:** Dan Taylor, Economic Development Catalyst

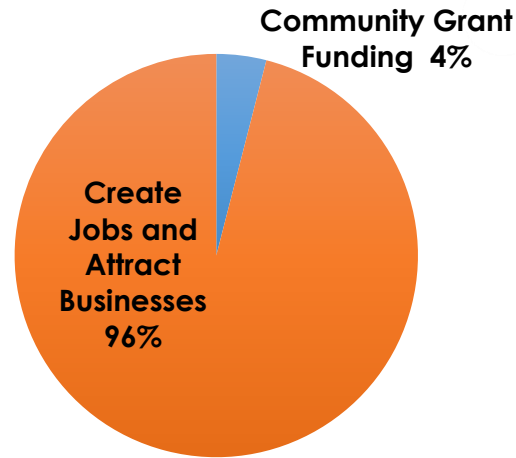
**Departments Involved:** Economic Development, and Leisure Services

### What Is the Value of This Service Bundle?

The value of this service bundle is to position Innisfil for economic success. To bring a focus to the economy, in this case creating the best entrepreneurial support system to help attract, nurture and grow entrepreneurial business in Innisfil. Ultimately the goal is that entrepreneurs will create high value local jobs. Without the kind of focus being recommended, the Town of Innisfil will likely have a somewhat directionless economy and therefore not likely be successful in building the economy and jobs of tomorrow.

What Services Do We Provide?	
Community Grant Funding	Provide grants to community organizations and individuals through the Inspiring Innisfil Fund to improve the community's quality of life.
Creating Jobs and Attracting Businesses	<p>Create investment leads that convert into new investments and new jobs in Innisfil by focusing on the entrepreneurial economy, helping new businesses start up and assisting those that are here to expand.</p> <p>Brand and market the community as a great place to start up a new business (and deliver service excellence to our investors) and cultivate relationships with decision makers including site selectors, developers, owners, and operators.</p> <p>Support existing businesses through excellent customer service (e.g. concierge service) and connect local businesses to internal and external supports, from permits and funding to employment support, business planning mentorship, skills development and funding.</p>

**Breakdown: How We Spend Our Time**



Key Projects/Initiatives/Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Inspiring Innisfil Grant transitioned to Foundation	Establish, fund and implement a community foundation, transitioning the Spirit of the Community to this independent entity.	2019 Q4	Operating		1.2.3; 1.2.4; 1.2.6 & 3.2.4.

Key Projects/Initiatives/Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
<p>Inbound marketing (online advertising, organic content marketing, public relations)</p>	<p>Investment inquires, qualified leads, leads into investment and job creation.</p> <p>In 2016 we only had 6 inquiries for investment.</p> <p>In 2017 we initiated digital marketing as a means to increase the amount of leads generated</p> <p>2018 has seen more marketing, experimentation learning, fine tuning and over 300 leads being generated compared to 6 in 2016</p> <p>Over time we expect more leads to turn into more job creations and investment in the community.</p> <p>Ultimately the big picture is that Innisfil will be seen as a small town that is THE PLACE to be an entrepreneur north of Toronto.</p>	<p>This is an ongoing process.</p>	<p>Operating</p>		

Key Projects/Initiatives/Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Nurturing an entrepreneurial ecosystem, attracting investors and helping to accelerate their growth	<p>Innisfil becomes an entrepreneurial economy, more start-ups and growth companies establish here and grow – a cluster of entrepreneurs and significant job creation.</p> <p>We expect to create a vibrant entrepreneurial economy, which includes an engaged community, start up, incubation and acceleration services and access to local investment funds. As a result it is expected that dozens to hundreds of new start-ups and new jobs will be created locally and regionally, creating a better quality of life and more opportunity for our citizens.</p>	This is an ongoing process.	Operating		
The addition of a Marketing Wizard and Investment Accelerator	<p>In December 2017, council approved increasing the economic development budget by \$385,000.</p> <p>As a result, two full-time and one part-time contract staff were hired, including a marketing expert, and entrepreneurial ecosystem expert and a project coordinator. As a result of the investment, marketing was improved significantly. A new website was created, a digital marketing campaign, with trackable lead generation was created, and a lead mangment system was put in place</p>	Q1 2019	Operating	N/A	1.1.3



	<p>Two new mini web-sites were launched to support Women in Business and A New Entrepreneurial Accelerator program.</p> <p>Metrics are being established to monitor effectiveness.</p> <p>As well, the ecosystem was mapped out, partnerships were solidified, including one with Ryerson DMZ, one pending with MaRS and another pending with a \$10,000,000 investment fund.</p> <p>More is in the works.</p> <p>We launched a Women in Business strategy with a workshop and networking event series.</p> <p>We are opening a coworking space along with a start-up incubator and an entrepreneurial accelerator.</p> <p>We are positioning Innisfil as a viable and substantial Rural/Small Town entrepreneurial start-up business community.</p>				
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# Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc... Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Renewal	-	52,500	52,500
Growth	-	120,000	120,000
<b>Total Community Prosperity by Classification</b>	-	\$ 172,500	\$ 172,500

\*\*For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Community Prosperity include fleet and road type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Fleet	-	52,500	52,500
Planning	-	120,000	120,000
<b>Total Community Prosperity by Project Type</b>	-	\$ 172,500	\$ 172,500

\*\*For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Community Prosperity</b>					
Revenue					
External Recoveries	(9,800)	(14,500)	(4,700)	47.96%	
Other	(177,800)	(182,500)	(4,700)	2.64%	
Transfer from Reserve & Reserve Funds	(100,000)	(100,000)	-	0.00%	
<b>Total Revenue</b>	<b>(287,600)</b>	<b>(297,000)</b>	<b>(9,400)</b>	<b>3.27%</b>	
Expenditures					
Wages & Benefits	453,670	492,017	38,347	8.45%	<b>(1)</b>
Materials & Supplies	852,510	852,496	(14)	(0.00%)	
Utilities	1,582	1,577	(5)	(0.32%)	
Contracted Services	655	683	28	4.27%	
Rents & Financial	100,000	100,000	-	0.00%	
Conservation Authorities, Local Boards & Grants	-	-	-	-	
Internal Recoveries/Transfers	-	-	-	-	
<b>Total Expenditures</b>	<b>1,408,417</b>	<b>1,446,773</b>	<b>38,356</b>	<b>2.72%</b>	
<b>Total Community Prosperity</b>	<b>\$ 1,120,817</b>	<b>\$ 1,149,773</b>	<b>\$ 28,956</b>	<b>2.58%</b>	

### Note: Explanation of Change

(1) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

## Displayed by Service

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Community Prosperity</b>				
Community Grant Funding	21,858	22,192	334	1.53%
Create Jobs and Attract Businesses	1,098,959	1,127,581	28,622	2.60%
<b>Total Community Prosperity</b>	<b>\$ 1,120,817</b>	<b>\$ 1,149,773</b>	<b>\$ 28,956</b>	<b>2.58%</b>

## How We're Performing

### How Much Did We Do?

Performance Measure	2015	2016	2017
Funds transfer to create community foundation from Inspiring Innisfil	\$126,216.35	\$66,956.55	\$60,979.45
Inbound marketing	N/A	N/A	Incomplete

### How Well Did We Do It?

Performance Measure	Digital Marketing
Story behind the data	<p>2017 was a year of transition and experimentation. We had funding for the CIP and we began testing digital marketing.</p> <p>The digital marketing had some great successes – it helped us accelerate the CIP uptake, attracted actual investment and helped create over 40 jobs and we experienced a lot of learning – we still have much more learning to do.</p> <p>Our trial generated over:</p> <ul style="list-style-type: none"> <li>• 250,000 views</li> <li>• 3,500 link clicks</li> <li>• 1800 email subscribers</li> <li>• 150 leads</li> <li>• 40 jobs</li> </ul>

Performance Measure	Digital Marketing
Story behind the data	<p>While these numbers are a great start, we are still in the process of testing and learning to make sure we are successful at generating qualified leads that convert into investments and quality job creation.</p> <p>This has begun, and we still have our work cut out for us.</p>
<pre> graph LR     A[250,000+ Views] --&gt; B[3,500+ Link Clicks]     B --&gt; C[1,800+ Email Subscribers]     C --&gt; D[150+ Leads]     D --&gt; E[40+ Jobs] </pre>	

Performance Measure	Job Creation
<p>In 2018 and beyond we are using our ongoing learning to establish bench marks in order to best measure our performance.</p> <p>While cost efficient lead generation is very much one of our main objectives, ultimately it is job creation. The cycle from start of our marketing campaigns to finish actual investment can range from 30 days (highly unusual) up to 5 years (not unusual in economic development).</p> <p>This year we hope to fine tune a metrics model.</p>	

## Is Anyone Better Off?

Performance Measure	CIP
	<p>Yes</p> <p>CIP:</p> <ul style="list-style-type: none"><li>• Over 150 jobs created - \$6,666.67 per job – this is very low.</li><li>• Average Grant was \$33,000</li><li>• Over \$1,000,000 was leveraged</li><li>• Grants were well distributed</li></ul> <p>Did the participating businesses and those who got new jobs benefit? Absolutely. Is this the best way to spend \$1,000,000 – we're not sure it is.</p> <p>Is the community as a whole better off with these new investments? Yes, for sure.</p> <p>While we may continue with some form of the CIP, we believe the direction we are taking, start up and even more so acceleration of existing and growing companies is potentially a better direction with a higher ROI (more and better jobs) potential.</p> <p>For 2018, our metrics in Infusionsoft (our CRM) to date are:</p> <ul style="list-style-type: none"><li>- Number of consultations: 232</li><li>- Number of leads at IDEA stage: 1 654 (88%)</li><li>- Number of leads at START stage: 57 (3%)</li><li>- Number of leads at GROW stage: 1 15 (9%)</li></ul> <p>Many of the ones in IDEA will move to START and GROW once we start our email content marketing.</p> <p>This is our first year of proper and full (12 months by year end) data collection.</p> <p>Ideally our marketing will get better at the start and grow categories. Helping the grow category (those that are here and want to move here) is ultimately how we will accelerate growth in Innisfil.</p>

# Parks & Recreation Spaces

## Service Business Plan

**Team Leader:** Jason Inwood, Manager of Operations

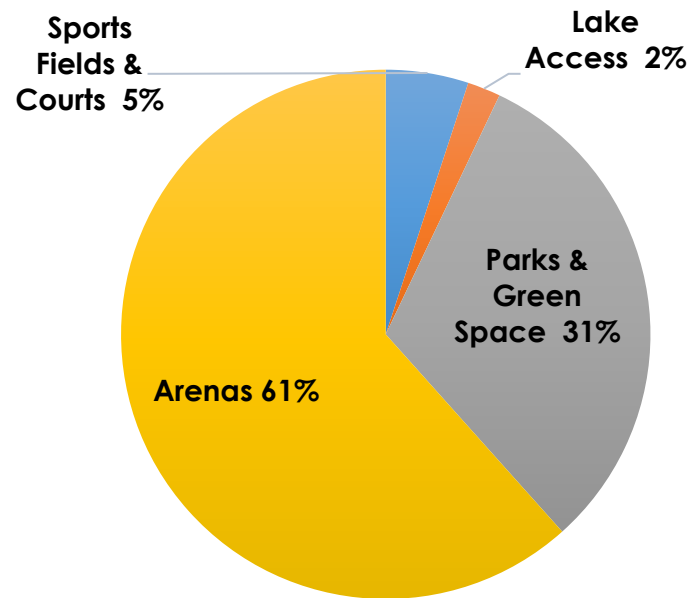
**Departments Involved:** Operations, Leisure Services, and Engineering.

**What Is the Value of This Service Bundle?** We ensuring we have vibrant and inviting indoor and outdoor spaces that connect residents to recreation, culture, and the natural environment.

What Services Do We Provide?	
Sports Fields & Courts	We provide safe, clean recreational spaces for residents to enjoy through organized outdoor sports or leisure activities. The Town looks after different sport surfaces like soccer pitches, baseball diamonds, basketball courts and tennis courts located within communities and in hubs such as the Innisfil Recreational Complex. Each field requires specific maintenance to keep them in good condition and safe for programmed use. This includes surface treatments, line-painting, equipment repair, grass cutting and grading. These fields and courts host both Town-provided programming, private programing and passive recreational uses.
Lake Access	Lake access allows our residents and guests to access the richness of experiences Lake Simcoe has to offer. Lake access points are a launching pad to Lake Simcoe for many activities including swimming, kayaking, fishing, relaxing and boating. Innisfil Beach Park represents the primary water access point for both people and boats, while the remainder of the municipality is dotted with at least 50 additional lake access points. Some of these are active, vibrant community assets providing access to the water, while others are used as lookout points or as a quiet place to enjoy Lake Simcoe. Every year we invest a lot of hard work to make these water access points ready for the season, including launching the docks, placing swim buoys to ensure safety, and cleaning beaches of debris.

What Services Do We Provide?	What Services Do We Provide?
Parks & Green Space	We make sure our green spaces and parks offer residents a place to relax, play, come together with friends and support the health and wellness of the community. They are located within neighbourhoods and in central locations throughout the Town. Each has an individual plan for maintenance and care that is dependent on the park's composition and includes such maintenance activities like grass-cutting, playground maintenance and inspections, tree planting and trimming, horticultural and waste management.
Arenas	We provide safe, clean recreational spaces so residents can participate in organized indoor sports and passive leisure activities. Activities include ice hockey, figure skating and public skating. When the ice is removed, these facilities are converted so residents can enjoy other programs such as lacrosse, ball hockey or major events, such as the high school graduation for Nantyr Shores Secondary School.

**Breakdown: How We Spend Our Time**





Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Expanding food and business vendors in park spaces	Vendors could include food trucks, sports equipment retailers, or sports rentals such as snow shoes.	At least 2 new summer vendors in park spaces.  At least 1 new winter vendor in park spaces.	Q3 2019  Q1 2020	Operating	N/A	2.5.5
Soccer Fields Utilization	Review current use and conditions of soccer fields and look for alternatives to increase their use by the community.	Success will be increasing use of at least 3 fields by repurposing or bringing new or returning groups to Innisfil fields.	Q2 2019	Operating	N/A	2.4.4
New Sports Complex	Relocation of the baseball diamonds and soccer fields at the Innisfil Recreational Complex and Innisfil Beach Park to a new complex consisting of a variety of sporting facilities.	This addition will allow for tournaments and more programming of organized sport and therefore better field utilization for organized sport in Innisfil.	Site Investigation Studies  Q4 2020	Capital	PKS334	2.4.4
Stroud Arena Utilization Strategy	Review of current utilization and pursuit of alternative uses for this facility.	Alternative programming and uses other than ice sports.	Q2-Q4 2019	Operating	N/A	1.1.4 2.5.7

## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, parks, libraries and arenas. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	3,461,005	27,114,340	30,575,345
Growth	225,000	1,462,914	1,687,914
Enhancements	143,750	444,617	588,367
<b>Total Parks &amp; Recreation Spaces by Classification</b>	<b>\$ 3,829,755</b>	<b>\$ 29,021,871</b>	<b>\$ 32,851,626</b>

\*\*For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Parks & Recreation Spaces include fleet, parks, planning and road type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Fleet	767,900	3,173,850	3,941,750
Parks	2,781,855	24,973,021	27,754,876
Planning	30,000	125,000	155,000
Roads	250,000	750,000	1,000,000
<b>Total Parks &amp; Recreation Spaces by Project Type</b>	<b>\$ 3,829,755</b>	<b>\$ 29,021,871</b>	<b>\$ 32,851,626</b>

\*\*For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Parks &amp; Recreation Spaces</b>					
Revenue					
Registration & Facility Fees	(1,570,439)	(1,588,509)	(18,070)	1.15%	
Permits & Other Development Fees	(2,034)	(2,021)	13	(0.64%)	
User Fees, Licences and Fines	(157,183)	(157,270)	(87)	0.06%	
External Recoveries	(117,845)	(204,945)	(87,100)	73.91%	(1)
Other	(19,578)	(19,462)	116	(0.59%)	
Transfer from Reserve & Reserve Funds	(996,257)	(961,624)	34,633	(3.48%)	
<b>Total Revenue</b>	<b>(2,863,336)</b>	<b>(2,933,831)</b>	<b>(70,495)</b>	<b>2.46%</b>	
Expenditures					
Wages & Benefits	2,875,028	2,987,908	112,880	3.93%	(2)
Materials & Supplies	1,085,052	1,097,157	12,105	1.12%	
Utilities	740,404	748,195	7,791	1.05%	
Contracted Services	118,700	118,247	(453)	(0.38%)	
Rents & Financial	3,051	3,033	(18)	(0.59%)	
Long term debt - Principal & Interest	996,257	961,624	(34,633)	(3.48%)	
Transfer to Reserve & Reserve Funds	7,081	7,084	3	0.04%	
Internal Recoveries/Transfers	(151,762)	(148,336)	3,426	(2.26%)	
<b>Total Expenditures</b>	<b>5,673,811</b>	<b>5,774,912</b>	<b>101,101</b>	<b>1.78%</b>	
<b>Total Parks &amp; Recreation Spaces</b>	<b>\$ 2,810,475</b>	<b>\$ 2,841,081</b>	<b>\$ 30,606</b>	<b>1.09%</b>	

### Note: Explanation of Change

(1) Inflationary increases based on user fees and charges by-law and overhead impacts of increase in fleet services.

(2) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

## Displayed by Service

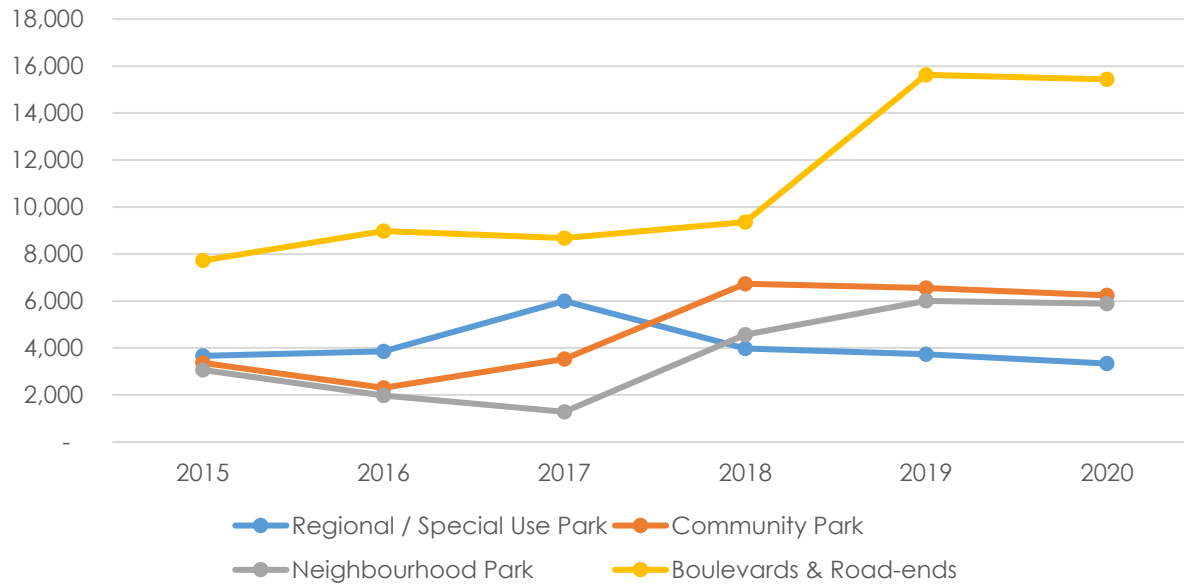
	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Parks &amp; Recreation Spaces</b>				
Sports Fields & Courts	149,627	150,728	1,101	0.74%
Lake Access	64,796	65,697	901	1.39%
Parks & Green Space	1,121,710	1,130,120	8,410	0.75%
Arenas	1,474,342	1,494,536	20,194	1.37%
<b>Total Parks &amp; Recreation Spaces</b>	<b>\$ 2,810,475</b>	<b>\$ 2,841,081</b>	<b>\$ 30,606</b>	<b>1.09%</b>

## How We're Performing

### How Much Did We Do?

	Actual			Projected		
	2015	2016	2017	2018	2019	2020
Hectares Maintained:						
Regional / Special Use Park	87.9	87.9	87.9	87.9	87.9	99.9
Community Park	30.5	30.5	30.5	30.5	31.37	33.37
Neighbourhood Park	40.2	40.2	40.2	40.2	40.2	41.45
Boulevards & Road-ends	18.5	19.34	21	23.5	23.75	24.5
Cost allocated per hectare maintained:						
Regional / Special Use Park	\$3,659	\$3,862	\$6,000	\$3,982	\$3,526	\$3,156
Community Park	\$3,369	\$2,303	\$3,534	\$6,733	\$6,363	\$6,064
Neighbourhood Park	\$3,067	\$1,972	\$1,283	\$4,558	\$6,814	\$5,692
Boulevards & Road-ends	\$7,719	\$8,972	\$8,685	\$9,362	\$15,080	\$14,882

### Cost allocated per hectare maintained

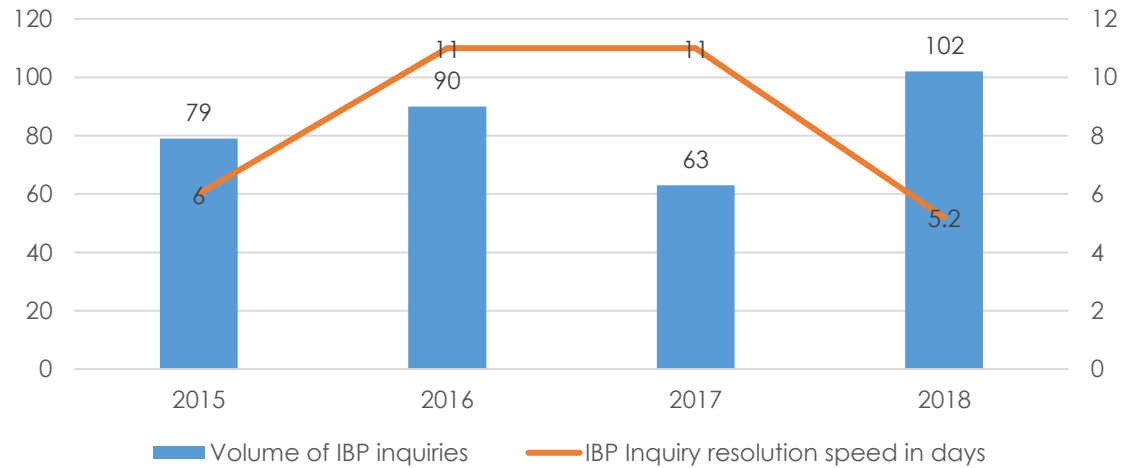


Performance Measure	Year 1 – 2019	Year 2 – 2020	Year 3 - 2021
Park Usage - Statistics will be gathered on usage of the Lakeshore Library Park once completed.	Average of 100 uses per day (in good weather).	Average of 125 uses per day (in good weather).	Average of 150 uses per day (in good weather).

**How Well Did We Do It?**

Performance Measure	# of customer inquiries related to IBP and how fast public concerns are resolved
Story behind the data	<p>Innisfil Beach Park (IBP) continues to be the municipality's largest park attracting thousands of visitors every year. IBP has been a point of public interest and significant improvements have been accomplished both operationally and through capital investment in recent years.</p> <p>As we look at the number of public inquiries that are made related to the park, our data confirms that town staff are listening and encouraging feedback. Response times are declining, and the types of feedback we receive are shifting from complaint-based, to suggestions and user experiences.</p>

**IBP Inquiry volumes and speed to resolution**

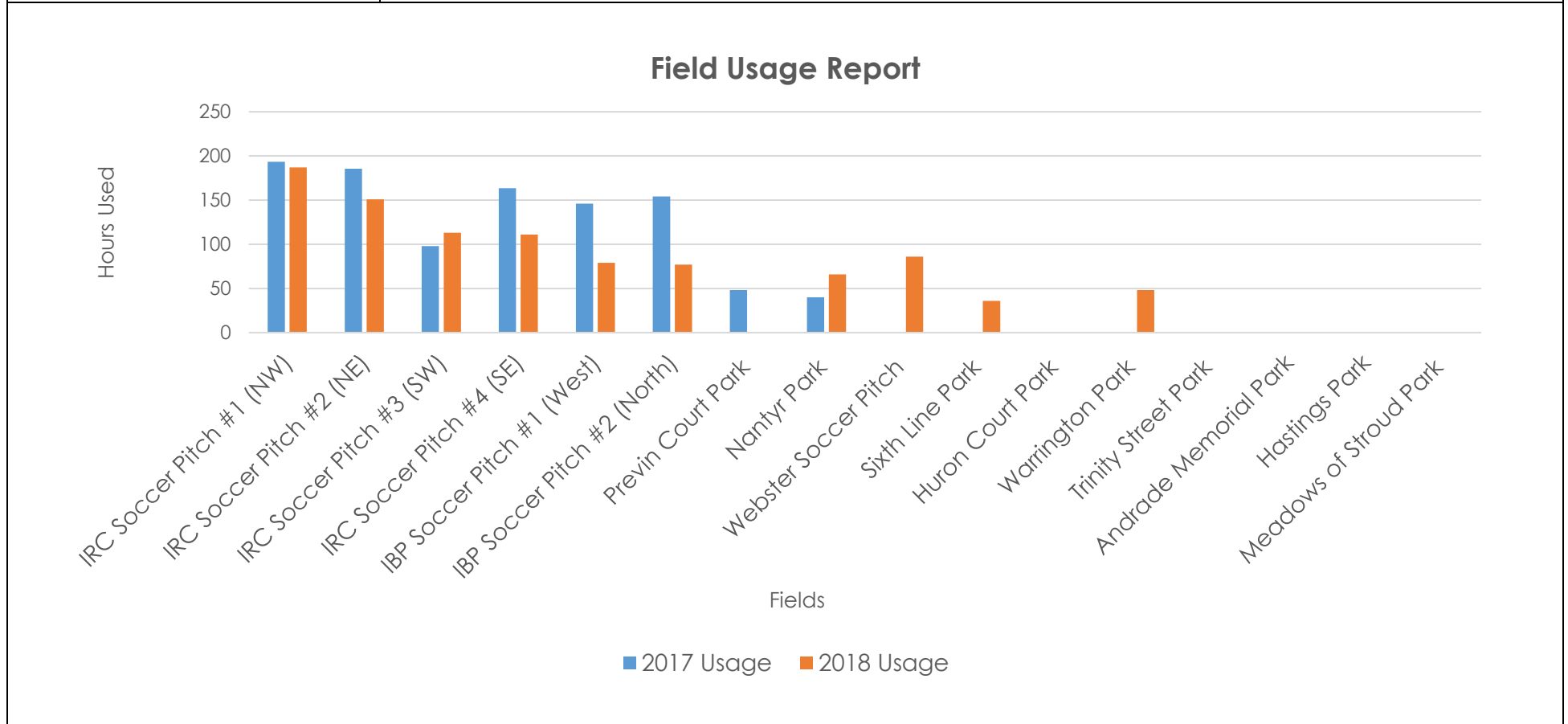


## How Much Did We Do?

Performance Measure	Town Soccer Fields
Story behind the data	The Town of Innisfil currently maintains 16 Soccer fields for rent (also referred to as permitting). Historically, these fields are utilized from May to September and primarily for soccer.
<p>Town Soccer Fields Locations:</p> <ul style="list-style-type: none"><li>• Innisfil Recreational Complex – 4 Fields</li><li>• Innisfil Beach Park – 2 Fields</li><li>• Previn Court Park – 1 Field</li><li>• Nantyr Park – 1 Field</li><li>• Webster Park – 1 Field</li><li>• Sixth Line Park – 1 Field</li><li>• Huron Court Park – 1 Field</li><li>• Warrington Park – 1 Field</li><li>• Trinity Street Park – 1 Field</li><li>• Andrade Memorial Park– 1 Field</li><li>• Hastings Park– 1 Field</li><li>• Meadows of Stroud Park – 1 Field</li></ul> <p>For more information including maps of each location and virtual tours of select parks, please visit: <a href="https://innisfil.ca/thingstodo/parkssportfieldstrails/diamondssportsfields">https://innisfil.ca/thingstodo/parkssportfieldstrails/diamondssportsfields</a></p>	

### How Well Did We Do It?

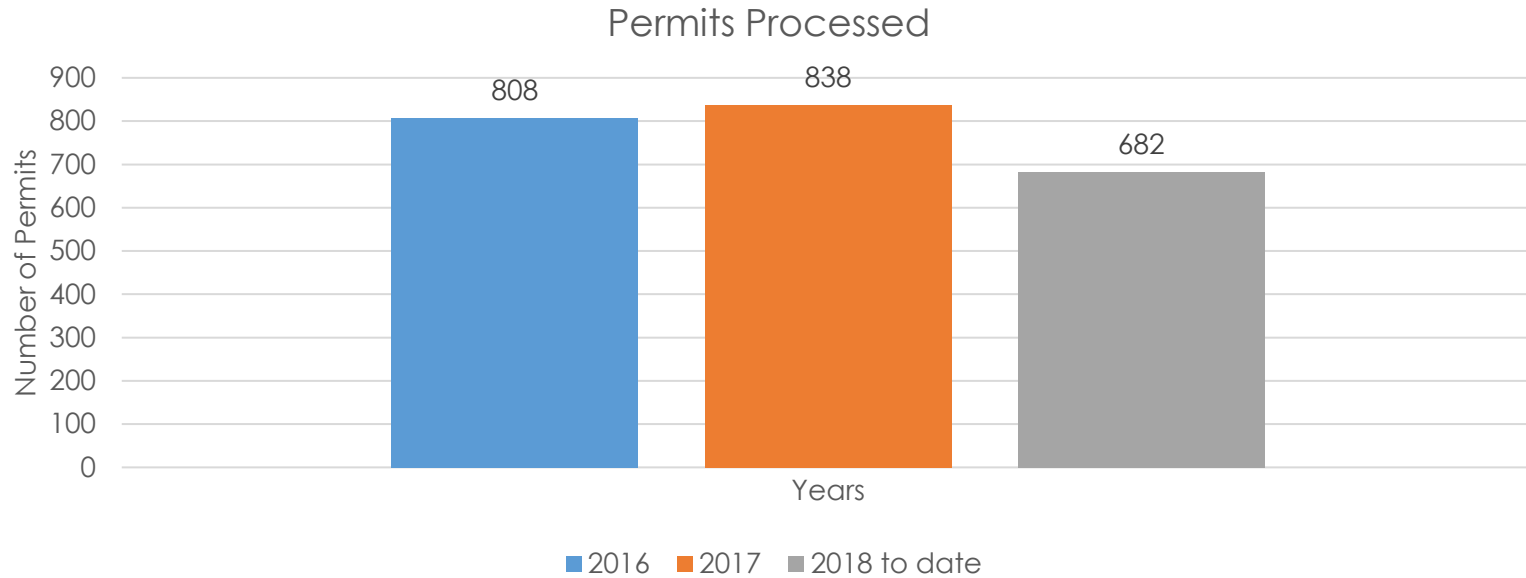
Performance Measure	Field Utilization
Story behind the data	With 16 soccer fields for rent, our goal is to maximize utilization within the municipality by sourcing out and/or attracting new opportunities for the community such as ultimate frisbee, football, rugby, field lacrosse and more. We continue to look at opening fields to new initiatives and expanding the timeframe that fields are utilized. Success will be increasing use of at least 3 fields by repurposing or bringing new or returning groups (soccer or other group) to Innisfil fields.





### How Well Did We Do It?

Performance Measure	Booking Permits Processed
Story behind the data	We provide the service of booking rentals for banquet halls, fields, ice surfaces, pavilions, slab surfaces, event locations and meeting room spaces. Our goal is to increase Town Facility Usage by 10% in 2019.



# Community Hubs

## Service Business Plan

**Team Leaders:** Jason Inwood, Manager of Operations

**Departments Involved:** Operations, Library, Leisure Services, Engineering and CAO.

**What Is the Value of This Service Bundle?** Our indoor spaces connect residents to recreation, library services, culture, the natural environment and each other to promote healthy, vibrant and connected living. We ensure these spaces are safe, clean and as beautiful as possible so that all members of our community can benefit from the exciting, engaging and unique activities offered. Our community hubs make it easier for our residents to access health, social, cultural, recreational and other resources they need – all in one spot.

### What Services Do We Provide?

Community Centres & Libraries

We provide safe, clean, and useable gathering areas and facilities so residents can participate in sports, arts, cultural programs and recreation activities. Our spaces accommodate a variety of uses and are important for our growing community. Each building is different and needs specific maintenance and care, including:

- Renovations and reconstruction
- Maintenance of heating and water systems
- General cleaning of public areas, such as washrooms
- Snow removal from parking lots, sidewalks and doorways
- Upkeep of elevators
- Maintenance of many other facility features.

In addition, we continue to seek operating efficiencies and cost savings through programs such as SaveON Energy, which encourages LED lighting replacements. We also achieve this by generating revenues through facility rentals. We are fortunate to have a valuable community partnership between the Library and the South Simcoe Police Services to maintain a safe environment at all facilities.

Our community hubs offer services through the collaboration of a variety of community partners, Town departments and other service providers. This reduces administrative duplication, improves services for residents and ensures we are responsive to the needs of our community.

What Services Do We Provide?	
Community Centres & Libraries	The Library's current Strategic Plan provides direction to make the Library a hub for discovery and experience, and to design and construct creative, collaborative spaces that are engaging and reflect the uniqueness of Innisfil. Maker spaces that offer 3-D printing, laser cutting and more have been included in our libraries to give our residents more valuable learning opportunities and experiences. Our facilities provide places for our residents to gather and get to know each other, something that is very important in a growing community.

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
LIB37 – Cookstown Facility Assessment & Repairs as required	A well-maintained building is an asset to the community. By 2019, the Cookstown Branch will have been open for ten years and a full assessment of the building envelope and systems will ensure that it continues to be well-maintained.	All building systems are in good repair and running as effectively and efficiently as possible.	2020 Q4	Capital	LIB37 (merged with LIB43)	3.5.2
LIB50 – Shade Sails at Cookstown	Shade sails are proposed for the patio to the east of the Cookstown Branch for protection from the sun for all the young children and families who use the patio.	The effects of climate change are mitigated in the area beside the splash pad.	2019 Q2	Capital	LIB50	3.4.3
Rizzardo Health & Wellness Centre: Explore options to enhance the provision of medical services within the Town.	Bring medical services such as radiology, and lab work close to home for residents as part of the mandate for the Rizzardo Health & Wellness Centre.	Much-needed services are provided by RVH, family physicians and the primary care & walk-in clinic, among others. Residents are able to access both health and wellness services in a single location.	2019 Q2	Operating	N/A	2.2.1

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Develop strategies for the delivery of urgent and after-hours medical care.	Exploring options for urgent care, in addition to moving our interim walk-in clinic to the Rizzardo Health & Wellness Centre. We will continue our efforts to work with RVH for a south campus focusing on ambulatory care in the next ten years.	Urgent care as well as after-hours services are available to residents.	2020 Q1	Operating	N/A	2.2.2
Explore options for enhancing the delivery of mental health and wellness services.	Increase opportunities in new spaces for mental health counselling and intervention. As much as possible, we need to develop partnerships that can provide these services in our current facilities.	Canadian Mental Health Association (CMHA) and Ontario Telehealth Network (OTN) offer services in the Rizzardo Health & Wellness Centre. CMHA continues to use library facilities to offer services to the community, including specific youth services like the MOBYSS (Mobile York South Simcoe), a mobile health clinic.	2020 Q1	Operating	N/A	2.2.3
Promote health and wellness strategies and principles throughout the town.	Develop supporting wellness strategies that have an impact on the social determinants of health.	Complete and roll out Health & Wellness strategy across the Town of Innisfil, including health, cultural and recreational initiatives.	2019 Q4	Operating	N/A	2.2

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Increased programming spaces through the Rizzardo Health & Wellness Centre.	We want to expand our ability to provide spaces and opportunities for connections that promote social cohesion and community wellness by collaborating with Library, Leisure Services and community partners such as the YMCA, Diabetic Association, Heart & Stroke Foundation of Canada and more.	Improved levels of participation in wellness programming and a new collaboration with the Rizzardo Health & Wellness Centre, including a community kitchen feature.	2019 Q4	Operating	N/A	3.2.4 2.2.3 1.2.4
HackLAB Hours	Review and modify HackLAB hours of operation based on customer feedback and observed need.	If necessary, hours of operation are modified, and staff is redeployed as required to meet the needs of our residents.	Ongoing.	Operating	N/A	2.4
Review Library Space	Review library space usage through the lens of Placemaking to seek more opportunities for alignment.	The Library strengthens its role as a community hub, furthering the Town's goal of being "the place to be by 2020."	Ongoing.	Operating	N/A	1.1

## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	1,463,617	19,193,550	20,657,167
Growth	-	161,200	161,200
Enhancements	35,000	-	35,000
<b>Total Community Hubs by Classification</b>	<b>\$ 1,498,617</b>	<b>\$ 19,354,750</b>	<b>\$ 20,853,367</b>

\*\*For additional details see Appendix A.

### Displayed by Project Type

Majority of capital projects for Community Hubs include library and parks type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Administration	-	161,200	161,200
Library	204,000	200,000	404,000
Parks	1,294,617	18,993,550	20,288,167
<b>Total Community Hubs by Project Type</b>	<b>\$ 1,498,617</b>	<b>\$ 19,354,750</b>	<b>\$ 20,853,367</b>

\*\*For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Community Hubs</b>					
Revenue					
Registration & Facility Fees	(795,967)	(801,825)	(5,858)	0.74%	
Permits & Other Development Fees	(864)	(901)	(37)	4.28%	
User Fees, Licences and Fines	(47,109)	(48,488)	(1,379)	2.93%	
External Recoveries	(510,597)	(540,965)	(30,368)	5.95%	
Other	(258,833)	(259,169)	(336)	0.13%	
Transfer from Reserve & Reserve Funds	(1,334,782)	(1,236,664)	98,118	(7.35%)	(1)
<b>Total Revenue</b>	(2,948,152)	(2,888,012)	60,140	(2.04%)	
Expenditures					
Wages & Benefits	1,178,763	1,202,203	23,440	1.99%	
Materials & Supplies	573,883	571,030	(2,853)	(0.50%)	
Utilities	594,168	614,664	20,496	3.45%	
Contracted Services	297,587	248,387	(49,200)	(16.53%)	
Rents & Financial	104,342	104,395	53	5.08%	
Long term debt - Principal & Interest	2,440,014	2,397,710	(42,304)	(1.73%)	
Transfer to Reserve & Reserve Funds	53,007	53,007	-	0.00%	
Internal Recoveries/Transfers	(81,057)	(82,201)	(1,144)	1.41%	
<b>Total Expenditures</b>	5,160,707	5,109,195	(51,512)	(1.00%)	
<b>Total Community Hubs</b>	\$ 2,212,555	\$ 2,221,183	\$ 8,628	0.39%	

#### Note: Explanation of Change

(1) Remove the 2019 funding from tax rate stabilization reserve for 6-month contract to complete RHWC construction project and finalize draft strategic plan update.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Community Hubs</b>				
Community Centres & Libraries	2,212,555	2,221,183	8,628	0.39%
<b>Total Community Hubs</b>	\$ 2,212,555	\$ 2,221,183	\$ 8,628	0.39%

## How We're Performing

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### How Much Did We Do?

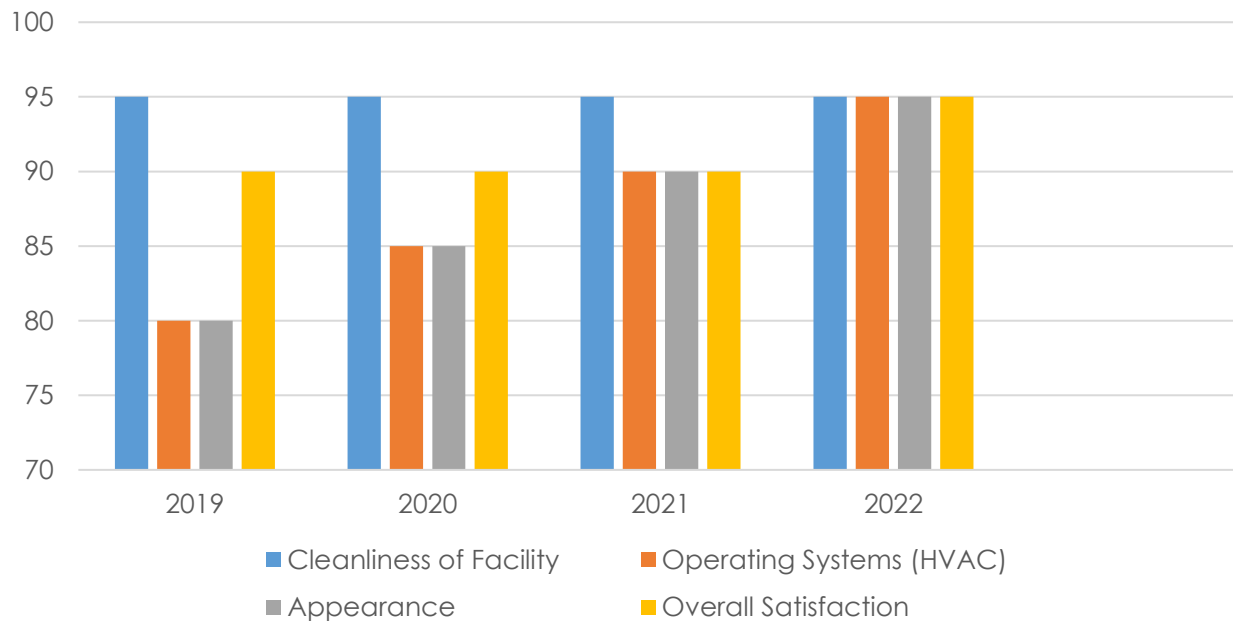
Performance Measure	2016	2017	2018	2019
Community centres, libraries and arenas:				
1. Churchill Hall				
2. Churchill Library Branch				
3. Cookstown Library Branch – 20 Church				
4. Cookstown Library – old Branch – 19 Queen Street				
5. Cookstown Theatre				
6. Innisfil Recreation Centre	11	11	11	12
7. Knock Community Centre				
8. Lakeshore Library Branch				
9. Lefroy Arena				
10. Stroud Arena/Library				
11. Town Hall				
12. Rizzardo Health & Wellness Centre				



**Is Anyone Better Off?**

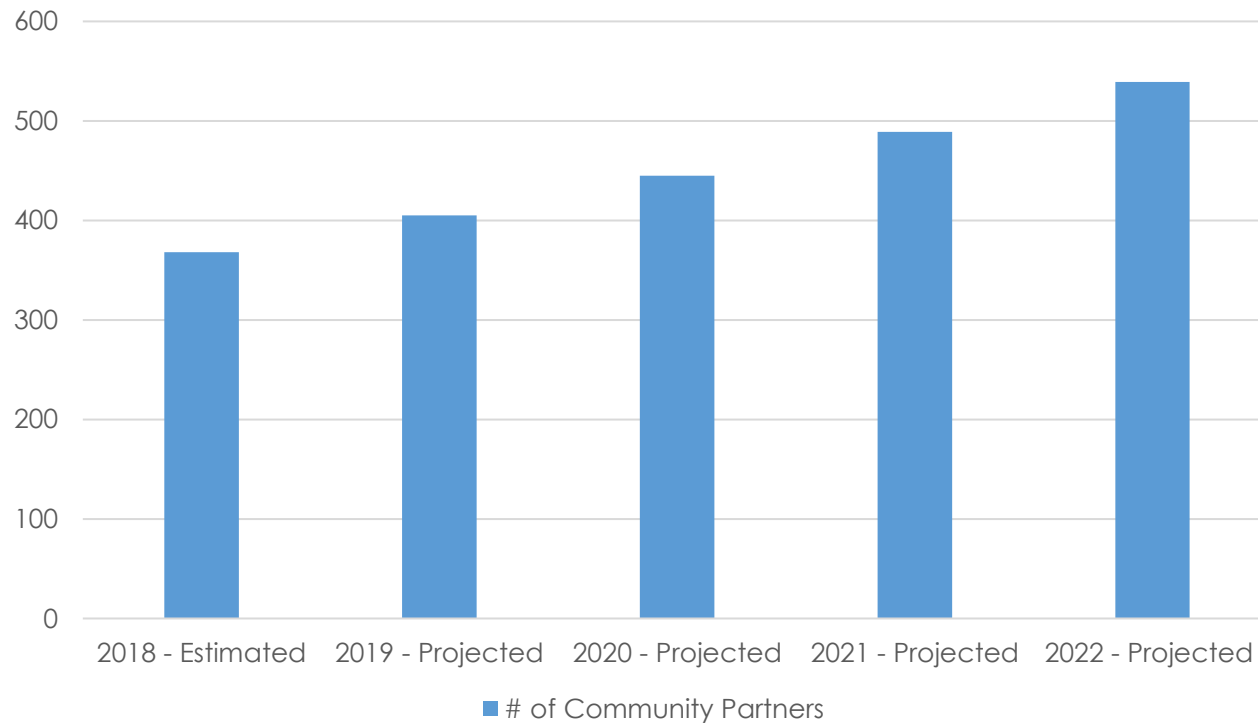
Performance Measure	Customer Satisfaction Scores – Town & Library Facilities
Story behind the data	Town and Library Staff are committed to ensuring that all facilities are maintained in good and safe condition and that all visitors to any facility are comfortable within that space. Studies have shown that the condition of a facility will reflect on the perception of the organization charged with the care of that facility or space. To that end, we will ensure that facilities are cleaned and all operating systems maintained regularly, and further that any unexpected repairs are conducted as soon as they can be.
Where we want to go	We want all those who enter Town and Library facilities to be satisfied with the cleanliness, and the look and feel of the space. It is proposed that we randomly survey residents to determine their perception of and satisfaction levels with the facilities. In addition, as always, comments regarding concerns will be recorded and addressed.

% of Residents Satisfied with State of Facilities



Performance Measure	Number of Community Partners Using Library Spaces
Story behind the data	The Library's strategic plan guides the Library to develop a strong community presence, to be a resource to all community residents and to play a central role in the affairs of the community. Accordingly, we are committed to developing community partnerships, and to ensuring that all members of the community realize that the library space is here for them.
Where we want to go	We want all community members and organizations to think of library spaces when they need a place to meet, create, collaborate, learn, discover, relax and experience something different. Several community partners already use library facilities and reap the benefits. We are aiming to increase the number of community partners using our libraries in each of the next four years by 10%.

Number of Community Partners Using Library Space



Performance Measure	New Facilities
Story behind the data	As the Town of Innisfil grows, our residents expect to have more infrastructure to support both their families and future employment opportunities within our community. The Town continues to dedicate time and resources to ensuring these needs are met with new facilities.
Where we want to go	To meet the current and future needs of our residents, we look forward to completing work on the Rizzardo Health and Wellness Centre (RHWC). The 44,000 square-foot building will include Royal Victoria Hospital (RVH) services, laboratory services, a pharmacy, Canadian Mental Health Association (CMHA), Ontario Telemedicine Network hub, walk-in clinic, radiology, physiotherapy and family physicians. Together with the Town Hall and the Innisfil Recreational Complex the RHWC will create a sense of place, a thriving Town Campus, and bring services together to make community wellness a priority. Access to health, social, cultural, recreational and other resources residents need, will exist together in one spot.



# Roadway Network

## Service Business Plan

**Team Leader:** Jason Inwood, Manager of Operations

**Departments Involved:** Operations and Engineering

**What Is the Value of This Service Bundle?** Our transportation network is made up of roads, sidewalks, and trail systems that connect our residents to their communities. Our service is valuable because it fosters healthy living, facilitates economic prosperity, and operates innovatively and efficiently across our Town as an environmentally and financially sustainable, resilient system that's ready for the future. Through our constant, vigorous improvement and maintenance activities, we are proud to say we always comply with the minimum legislative requirements outlined in the Ontario Regulation for Minimum Maintenance Standards (O. Reg. 239/02).

### What Services Do We Provide?

#### Road Access

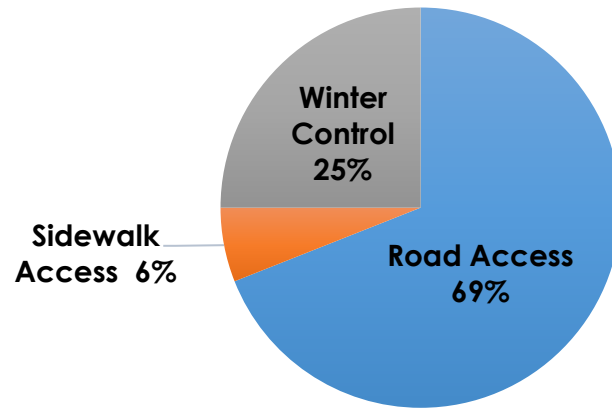
We provide maintenance, repair, rehabilitation and reconstruction to streets, providing residents, businesses and visitors with an accessible transportation network for motor vehicles, pedestrians and bicycles. We are responsible for:

- Sealing roads
- Pavement patching
- Pavement resurfacing
- Road reconstruction
- Pavement markings and striping
- Sweeping and shoulder maintenance
- Road grading
- Gravel resurfacing
- Dust control
- Debris and litter removal
- Guiderail maintenance
- Vegetation removal
- Bridge and structural culvert rehabilitation and reconstruction
- Signage, traffic and pedestrian signals and street lighting
- Roadway inspection, bridge and structural culvert inspection
- Railway crossing management
- Entranceway permit management
- Road occupancy permits management and oversize load permit management

What Services Do We Provide?	
Sidewalk Access	Providing safe and accessible sidewalks and trails to residents and visitors. Key services provided include sidewalk maintenance, inspection, reconstruction, installation of new sidewalks and snow removal.
Winter Control	Providing road safety by preventing, removing and treating winter snow and ice from the 822 lane-kms of hard top/loose top roadways. Key services include, snow plowing and winter control product application, anti-icing, and snow removal.

A lane-km is defined as a kilometer-long segment of roadway that is a single lane in width (for example, a one kilometer stretch of a standard two lane road represents two lane-km).

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Road Rehabilitation Program	Resurfacing of all programmed roads within the construction season	Q4 2019/2020	Capital	RDS349	2.1.3
Sidewalk Improvement Program	Completion of construction for all programmed sidewalks	Q4 2019/2020	Capital	RDS225	3.5.3
Streetlight Program	Installation of all programmed streetlights	Q4 2019	Capital	RDSOT4	
LED Streetlight Retrofit Program	LED retrofit of all programmed streetlights	Q4 2019/2020	Capital	RDS343	3.5.3

# Capital Overview

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## Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including roads, sidewalks, bridges and culverts, Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	16,689,672	94,769,271	111,458,943
Growth	436,900	1,890,700	2,327,600
Enhancements	1,034,160	1,970,870	3,005,030
<b>Total Roadway Network by Classification</b>	<b>\$ 18,160,732</b>	<b>\$ 98,630,841</b>	<b>\$ 116,791,573</b>

For additional details see Appendix A.

## Displayed by Project Type

Capital projects for Roadway Network include fleet and road type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Fleet	2,221,800	11,492,051	13,713,851
Roads	15,938,932	87,138,790	103,077,722
<b>Total Roadway Network by Project Type</b>	<b>\$ 18,160,732</b>	<b>\$ 98,630,841</b>	<b>\$ 116,791,573</b>

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Roadway Network</b>					
Revenue					
Registration & Facility Fees	(98,563)	(96,203)	2,360	(239.44%)	
Permits & Other Development Fees	(120,854)	(120,832)	22	(1.82%)	
User Fees, Licences and Fines	(29,712)	(29,075)	637	(214.39%)	
External Recoveries	(71,572)	(107,073)	(35,501)	4,960.18%	
Other	(8,318)	(8,110)	208	(250.06%)	
Transfer from Reserve & Reserve Funds	(847,670)	(772,523)	75,147	(8.87%)	<b>(1)</b>
<b>Total Revenue</b>	<b>(1,176,689)</b>	<b>(1,133,816)</b>	<b>42,873</b>	<b>(3.64%)</b>	
Expenditures					
Wages & Benefits	1,917,543	1,965,261	47,718	2.49%	<b>(2)</b>
Materials & Supplies	2,480,791	2,550,986	70,195	2.83%	<b>(3)</b>
Utilities	783,142	781,107	(2,035)	(0.26%)	
Contracted Services	155,078	156,065	987	0.64%	
Rents & Financials	1,296	1,264	(32)	(2.47%)	
Long term debt - Principal & Interest	800,670	772,219	(28,451)	(3.55%)	
Internal Recoveries/Transfers	(286,122)	(303,736)	(17,614)	6.16%	
<b>Total Expenditures</b>	<b>5,852,398</b>	<b>5,923,166</b>	<b>70,768</b>	<b>1.21%</b>	
<b>Total Roadway Network</b>	<b>\$ 4,675,709</b>	<b>\$ 4,789,350</b>	<b>\$ 113,641</b>	<b>2.43%</b>	

### Note: Explanation of Change

- (1)** Reflects the reduction in reserve and reserve funds transferred required for debt as interest is decreasing, which is partially offset by the increase transfer from the Tax Rate Stabilization Reserve to fund the line stripping of all rural roads in 2019 (as per DSR-023-19).
- (2)** 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** Increase in 2020 is primarily due to the cost of repainting/maintaining green bike lanes on roads, and line stripping of all rural roads in 2019 (as per DSR-023-19).



## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Roadway Network</b>				
Road Access	3,155,522	3,242,934	87,412	2.77%
Sidewalk Access	242,328	249,974	7,646	3.16%
Winter Control	1,277,859	1,296,442	18,583	1.45%
<b>Total Roadway Network</b>	<b>\$ 4,675,709</b>	<b>\$ 4,789,350</b>	<b>\$ 113,641</b>	<b>2.43%</b>

## How We're Performing

### How Much Did We Do?

	Actual			Projected		
	2015	2016	2017	2018	2019	2020
Lane kilometers of hard top roads maintained*	697	679***	687	755	766	775.5
Cost per km of hard surface roads maintained	\$1,041	\$1,003	\$1,056	\$1,232	\$1,417	\$1,505
Lane kilometers of loose top roads maintained**	92	91	88	68	67.5	67
Cost per km of loose top road maintained	\$2,955	\$2,886	\$2,731	\$4,866	\$5,279	\$5,324
Winter control cost per km of road maintained	\$147	\$316	\$316	\$199	\$217	\$218
Lane kilometers of road rehabilitated	10	13.5	12	5.4	23	46.2
Kilometers of sidewalk improved (new program in 2016)	N/A	N/A – design only	0.727	1.76	0.756	0.522

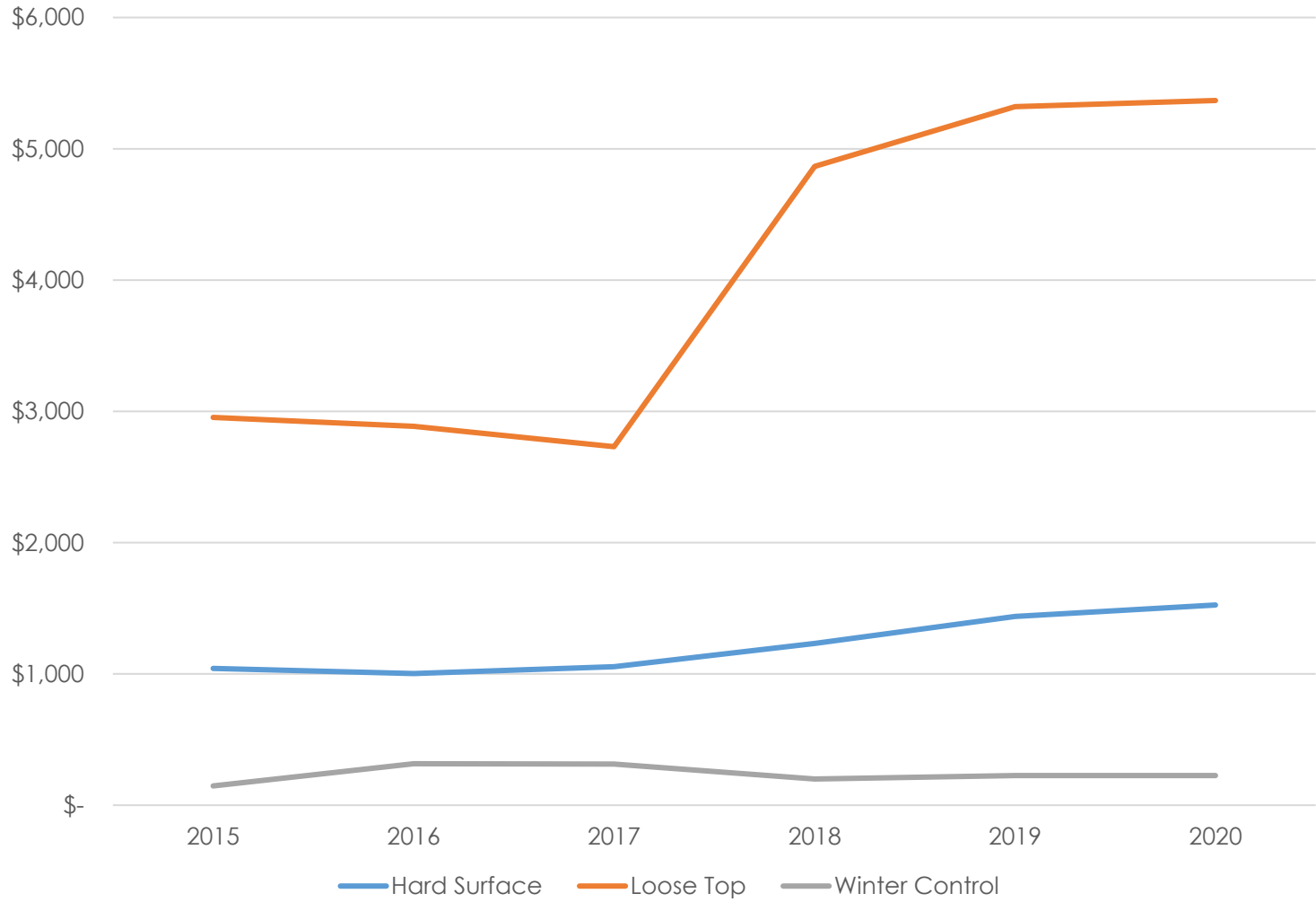
\* Excludes, county, provincial, private, un-assumed, unopened.

\*\* Loose top roads could be reduced by hard top replacements.

\*\*\* Result of road transfer of 5 & 10 Side Road to Simcoe County & 20th Side Road to Town of Innisfil.



### Cost per KM of Road

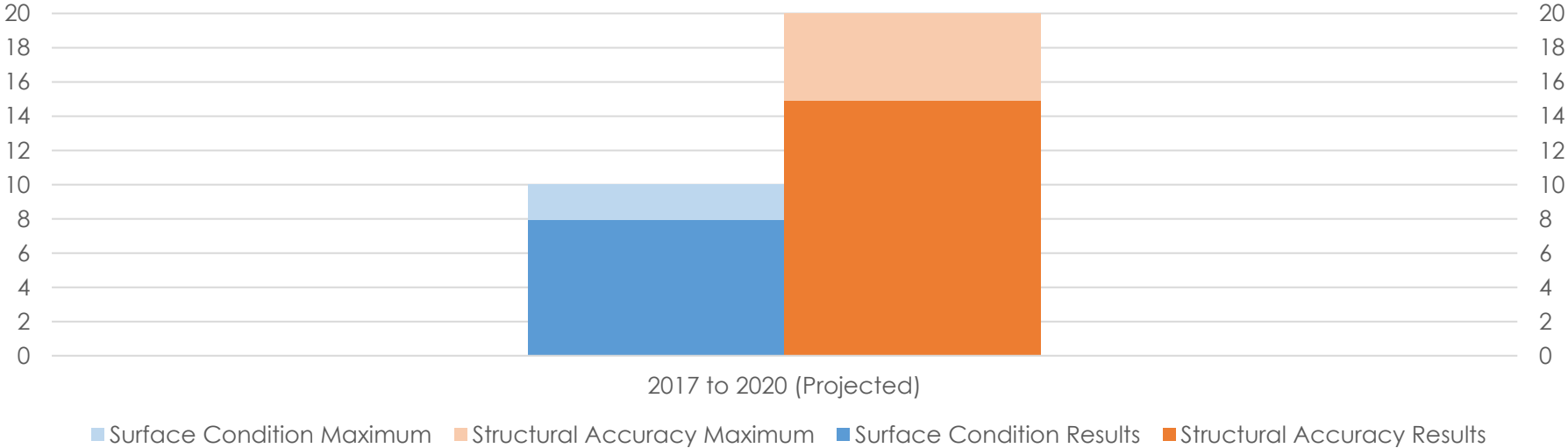


# How We're Performing

## How Well Did We Do It?

Performance Measure	Roadway Network Average Condition Ratings
Story behind the data	<p>The Town of Innisfil assesses our roadway network condition by completing a Roads Needs Study every 5 years. The study rates each road on over 100 criteria, to get a full property line-to-property line picture of road condition.</p> <p>This information informs our asset management planning and assists with developing our rehabilitation and maintenance programs. The most recent study, completed in 2017, showed that Town roads have an average surface condition of 7.9/10 and an average structural adequacy of 14.9/20.</p> <p>By implementing the recommendations of the Roads Needs Study into the Town's capital program, the goal is to maintain the current average ratings of our roadway network in order to provide the public with safe, smooth, and economically sustainable roadways.</p>

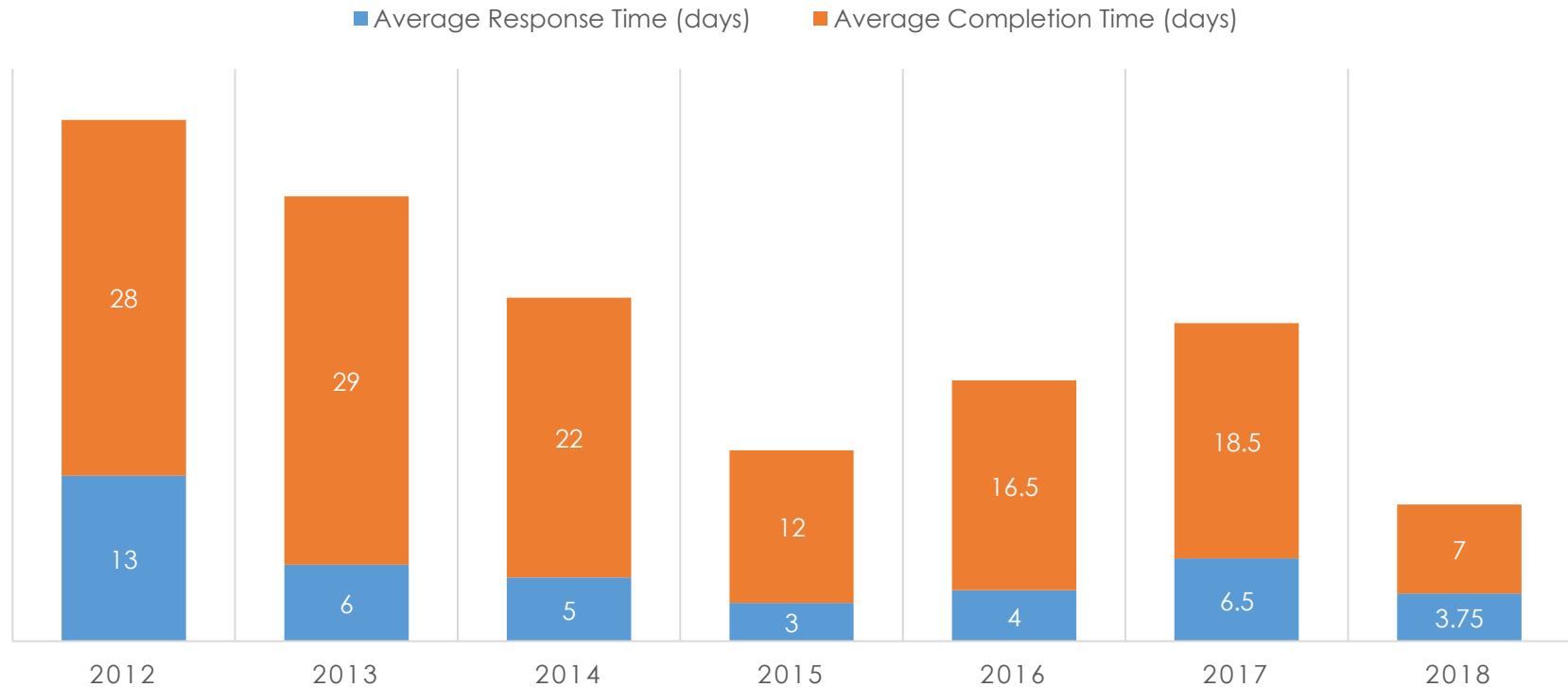
**Roadway Network Average Condition Ratings  
(Based on 2019 / 2020 Budget)**



## Is Anyone Better Off?

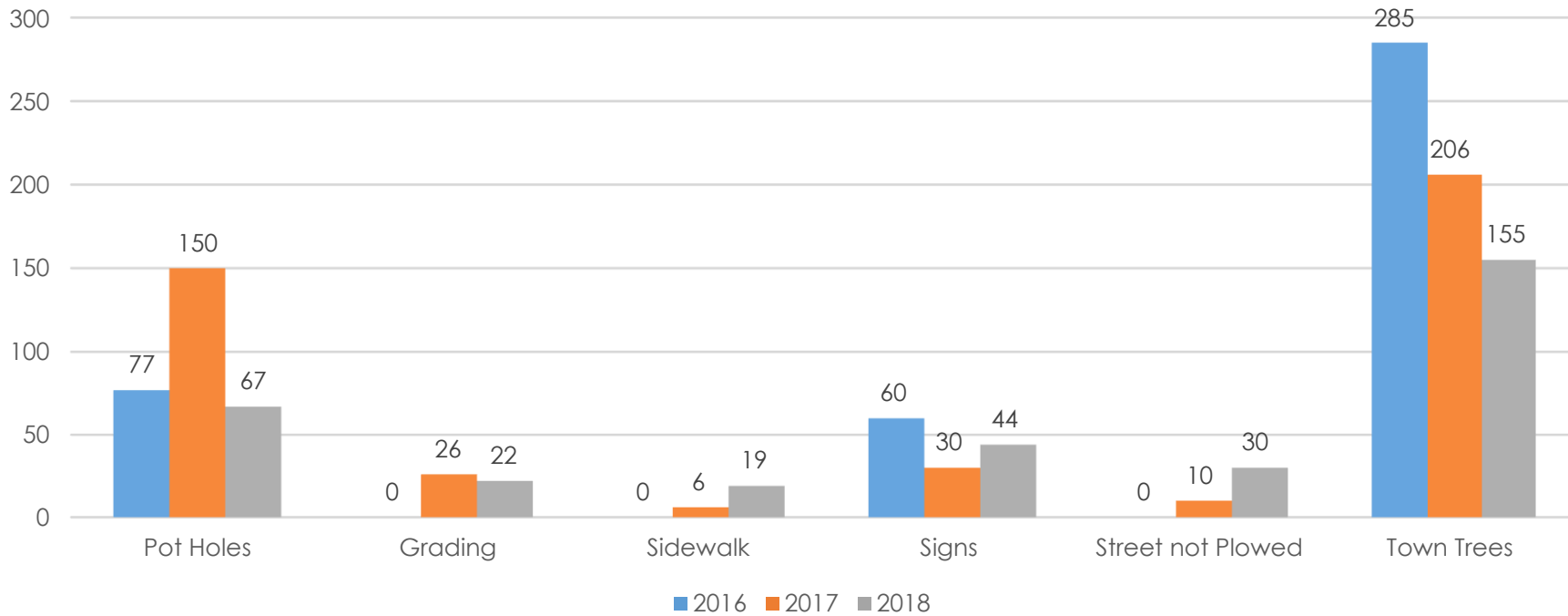
Performance Measure	Customer Service Response and Completion Time
Story behind the data	The following information displays a year over year look at number of inquiries received related to roads reflected by service type, the number of days to respond and the number of days to close a customer inquiry. It's important to know that we define a "response" as the moment when we take action to resolve a problem. Through our ongoing and cross-functional relationship with Customer Service, we are always quick to provide a quick communication to our residents; in other words, just because it may take 2-3 days for us to get out and begin addressing a concern, it doesn't mean we don't communicate with our resident right away to assure them we are on it.

### OVERALL CUSTOMER SERVICE RESPONSE AND CLOSURE TIME



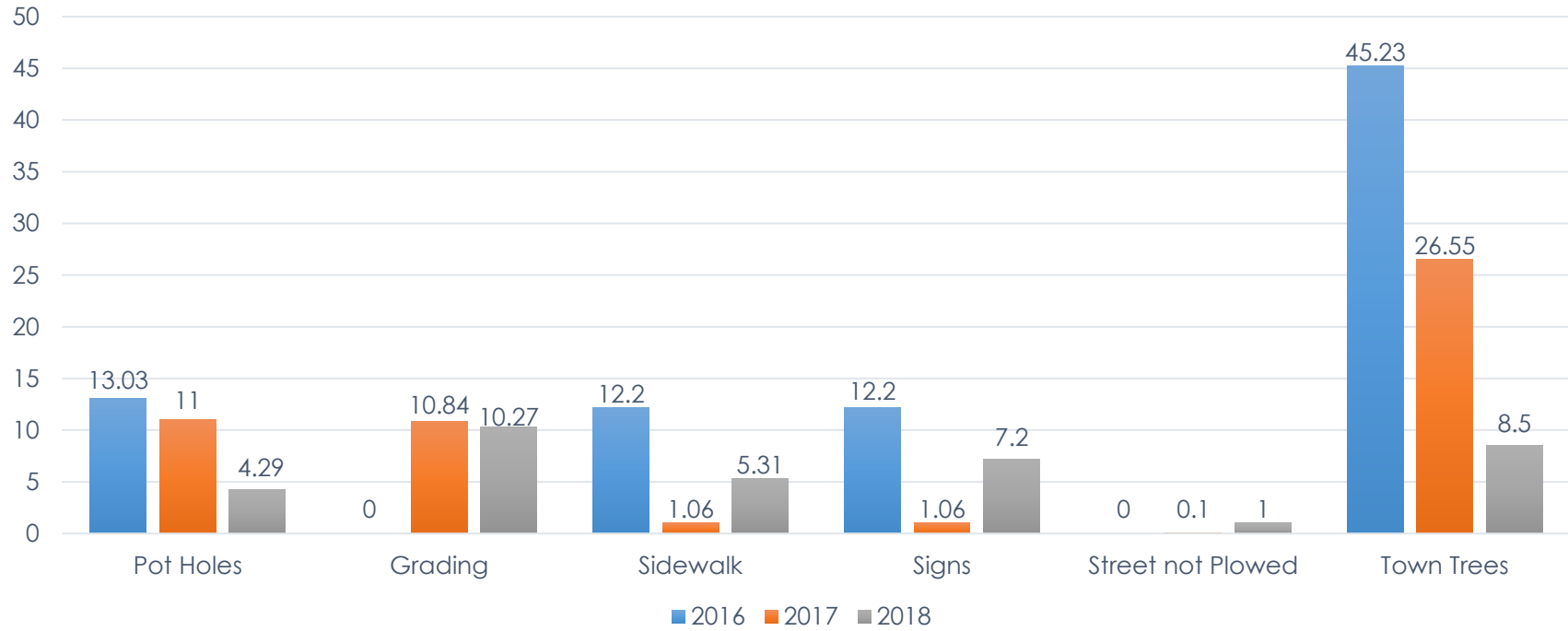
### Inquiry Types and Closure Time

Number of Inquiries



In 2016, information was not available for grading, sidewalks and streets not plowed.

### Inquiry Closure Time in Days



In 2016, information was not available for grading, sidewalks and streets not plowed.

# Access to Public Transit

## Service Business Plan

**Team Leader:** Tim Cane, Manager of Land Use Planning

**Departments Involved:** Planning

**What Is the Value of This Service Bundle?** Through our partnership with UBER, we provide Innisfil Transit – an innovative, affordable, easy-to-use, door-to-door ridesharing transit system that serves residents 24/7.

What Services Do We Provide?	
Innisfil Transit	The only service of its kind in the world – our demand-based Town-wide transit service moves our residents to key placemaking destinations throughout our community.

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Continue to evolve and expand Innisfil Transit	We are constantly refining and improving Innisfil Transit to make sure it offers maximum value and meets the needs of our community, while still ensuring financial sustainability.	We see more cost efficiencies, key destinations, modes of transportation, community partners and support for eco-mobility hubs (e.g. better integration with our transportation network.)	Ongoing	Operating	N/A	2.1

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Implement E-Bike/Scooter program	As part of Innisfil Transit, we want to deploy electric bikes and/or scooters, principally in Alcona, to provide additional transit options for residents and visitors.	New and exciting mobility options in few Innisfil Transit trips and significant cost savings. Residents and visitors alike enjoy the new option and explore their community.	2019	Operating	N/A	2.1



## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Access to Public Transit</b>					
Revenue					
User Fees, Licences and Fines	(135)	(138)	(3)	2.22%	
External Recoveries	(475,000)	(475,000)	-	0.00%	
Other	(300,000)	(300,000)	-	0.00%	
Transfer from Reserve & Reserve Funds	(325,000)	(156,696)	168,304	(51.79%)	(1)
<b>Total Revenue</b>	(1,100,135)	(931,834)	168,301	(15.30%)	
Expenditures					
Wages & Benefits	63,979	65,144	1,165	1.82%	
Materials & Supplies	3,677	3,648	(29)	(0.79%)	
Utilities	196	195	(1)	(0.51%)	
Contracted Services	1,275,818	1,275,811	(7)	(0.00%)	
Internal Recoveries/Transfers	17,271	17,507	236	1.37%	
<b>Total Expenditures</b>	1,360,941	1,362,305	1,364	0.10%	
<b>Total Access to Public Transit</b>	\$ 260,806	\$ 430,471	\$ 169,665	65.05%	

#### Note: Explanation of Change

(1) Decrease in 2020 due to removal of reliance on ARS reserve funding.

## Displayed by Service

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Access to Public Transit</b>				
Innisfil Transit	260,806	430,471	169,665	65.05%
<b>Total Access to Public Transit</b>	<b>\$ 260,806</b>	<b>\$ 430,471</b>	<b>\$ 169,665</b>	<b>65.05%</b>

## How We're Performing

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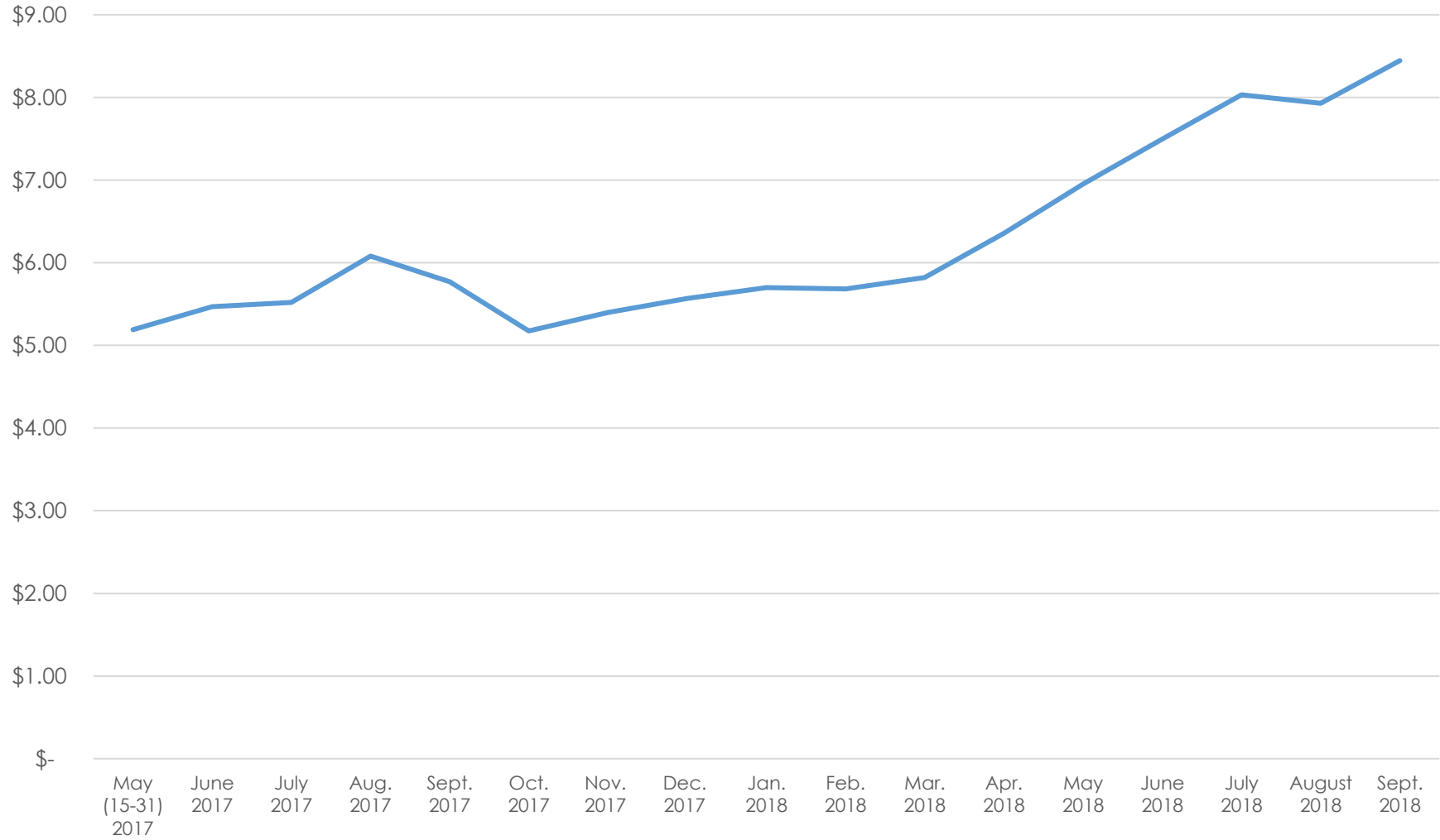
### How Much Did We Do?

Performance Measure	2017 Actuals (May 15-Dec 31)	2018 Actuals (Jan – Sept)	Projected 2019	Projected 2020
Trips	26,688	52,576	85,000	95,000
Subsidy per trip	\$5.52	\$6.94	\$7.50	\$8.00
Rideshare match rate	17%	30%	35%	40%
Avg. wait time	9:10 mins	7:20 mins	9 mins	9 mins

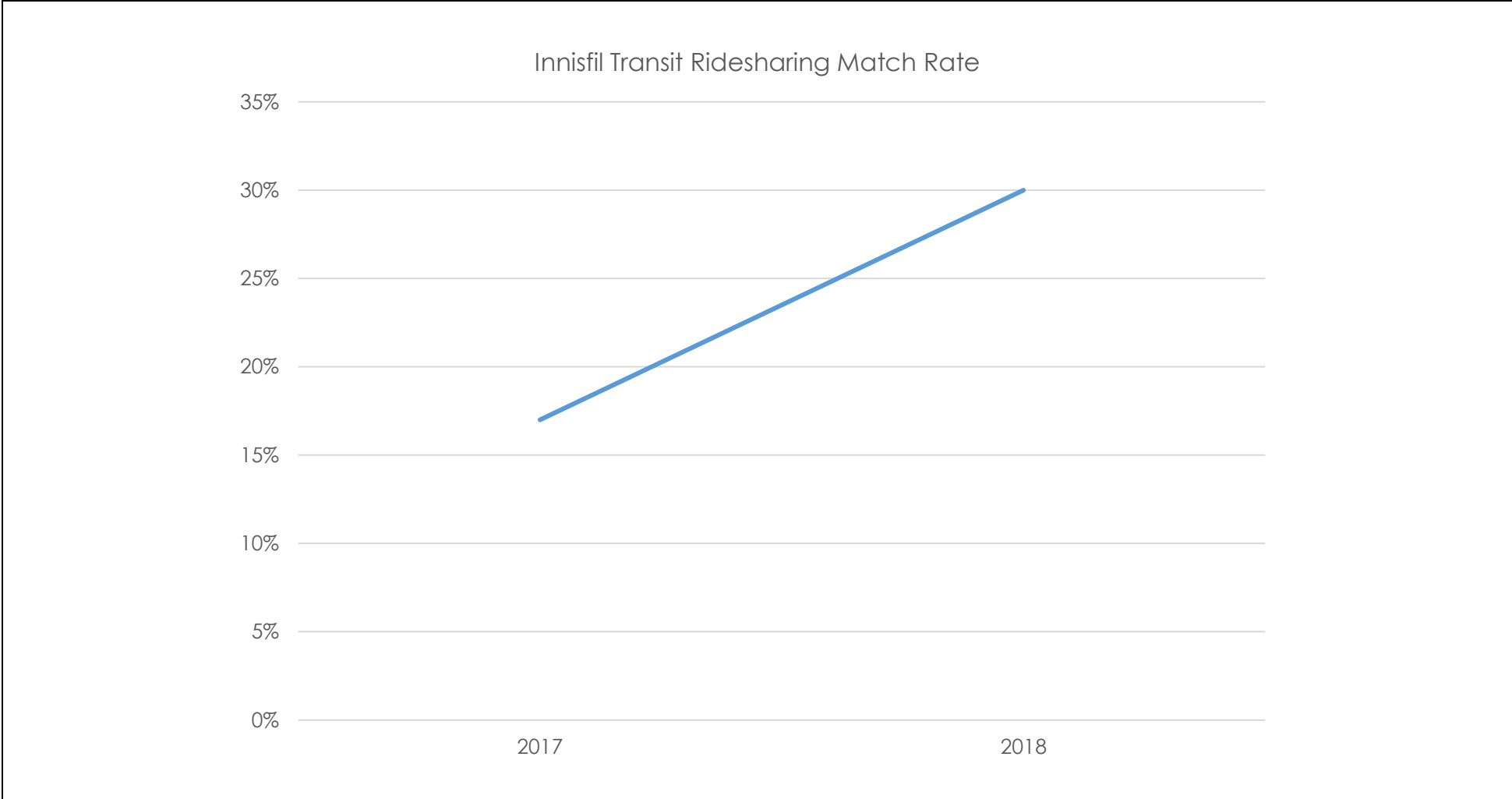
### How Well Did We Do it?

Performance Measure	Subsidy Per Trip
Story behind the data	The information below is critical for us to keep in mind when we compare Innisfil Transit to a traditional bus system. As we go forward, we will continue to monitor this closely to guide staff and Council on the continuing feasibility of demand-based transit. Though the monthly average for our subsidy per trip is increasing (as shown below), it is still lower than a single traditional bus route (\$33 per trip subsidy, as identified in our 2015 Innisfil Transit Feasibility Study.) Our system is also significantly lower than some other regional GTA municipalities, who subsidize as much as approximately \$75 per trip.

### Avg. Subsidy Per Trip, Per Month

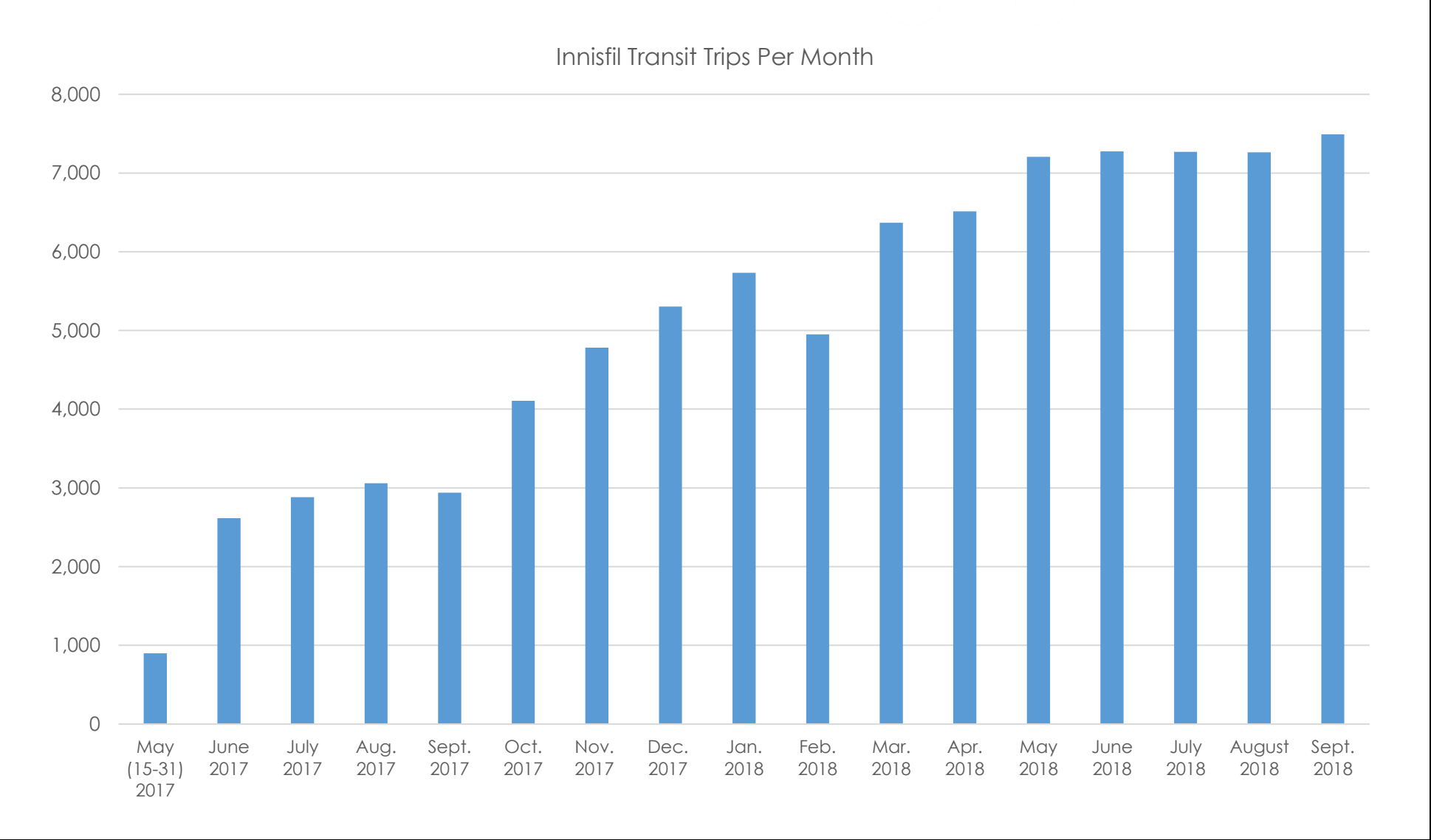


Performance Measure	Rideshare match rate (% of trips that match – more than 2 riders)
Story behind the data	Ridesharing represents a key element of a demand-based system to compete with traditional bus routes. A higher rideshare match rate (increasing from an average of 17% in 2017 to trending higher than 30% in 2018) means that the Town is moving people more cost effectively.



Performance Measure	Number of Trips
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Story behind the data	Our ridership growth trend reflects level of popularity with the service.
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### Is Anyone Better Off?

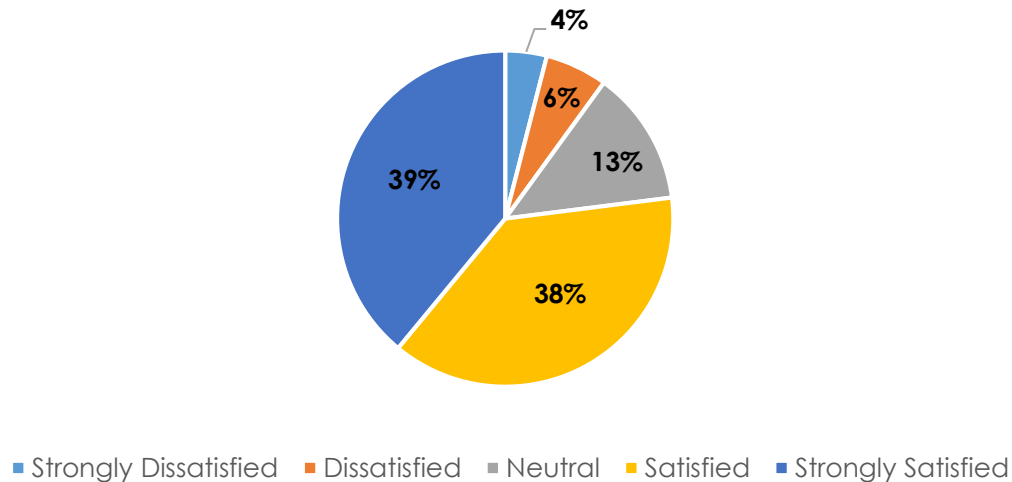
Performance Measure	Rider Satisfaction and Qualitative Data/Comments to Measure Effectiveness on Placemaking Principles and Improving Resident's Quality of Life
Story behind the data	We are constantly examining rider satisfaction by looking at wait times, driver availability, safety, cost per trip and more. We also strive to make sure residents are better connected social and economically because of our service.
Where we want to go	We want to continue to provide transportation options to residents, particularly those such as youth and seniors who do not have a driver's license or automobile. Our efforts will focus on refining and improving Innisfil Transit into a complete ridesharing/mobility platform, and we will continue to lead by example for what other communities can do to provide innovative, alternative transportation options more cost-effectively.

The Town undertook a community satisfaction survey in the summer of 2017 and the fall of 2018 (nearly 200 respondents each year). We received many positive comments, including the following:

"Thank you for piloting this program. The town's partnership with Uber has made a world of difference to me and my family. It has given me a means to travel to and from work when it would have been impossible otherwise. It has markedly increased our income and contributed to the overall well-being of our family." – comment from 2017 Innisfil Transit survey

"I think Innisfil transit is great I use it at least twice a day. I would be lost without it..." – comment from 2017 Innisfil Transit survey

Overall Satisfaction (Transit Users With 1+ Trip)



# Community Programming & Activities

## Service Business Plan

**Team Leader:** Erin Scuccimarri, CEO/Chief Librarian

**Teams Involved:** Library, Leisure Services, Communications, CDSB, and Operations.

**What Is the Value of This Service Bundle?** We actively plan, promote, and run community events and program activities, providing opportunities to encourage broad community participation, and we support residents in the pursuit of their personal and professional objectives. We offer value to our residents by supporting all types of literacy, including traditional, digital and physical (i.e. physical competence and knowledge to pursue a healthy lifestyle.) We support cultural, economic, community health and wellness strategies and principles throughout our town.

What Services Do We Provide?	
Camp Programming	The Innisfil Summer Camps' mandate is to provide an outdoor opportunity for children to participate in a healthy, safe, enjoyable and memorable day camp experience. Our aim is to give children an unforgettable camp experience as well as the chance to build lasting memories and friendships with campers and staff alike.
Leisure Programming	We organize recreational opportunities that are available, accessible and appropriate for all community members with a high level of quality standards such as registered programs, and passive play. E.g. art classes, organized sports, youth leadership training.
Library Community Programming: <ul style="list-style-type: none"> <li>• Literacy support</li> <li>• Technology training</li> <li>• Cultural programs</li> </ul>	We provide programming opportunities for life-long learning and self-improvement to people of all ages and demographics throughout our community. The Library provides a full slate of literacy-based programming, enhanced by an evolving schedule of technology-based, general interest and cultural programming to ensure that residents are inspired, engaged, and fulfilled.
Small Business Support	The Library provides resources and training support for small business owners.

What Services Do We Provide?	
Community Outreach	<ul style="list-style-type: none"> <li>• HIGH FIVE® is Canada's premier quality standard for children's programs, providing positive experiences for kids.</li> <li>• Our Youth Committee connects Innisfil's Youth with Town Council and local community partners to promote initiatives and programs that enhance the quality of life, health, and well-being of all young people in our community.</li> <li>• The Mobile Youth Centre (MYC) engages young people in physical activity and literacy to build their confidence. The MYC was developed to meet the needs of our community's expansive geographical area and many diverse hamlets.</li> <li>• Our Library outreach takes our services to where people are, to increase access for all our residents. We now play an important role in our local schools, special events, and community groups.</li> </ul>
Community Partnerships	In response to new and emerging partners and events, we collaborate with local organizations to deliver new opportunities for residents. We encourage and support community groups to take the lead in defining, planning, and bringing to life the programs and events that they want to see. Because of these strong relationships, we have new partners who are invested in being a part of most of our events and programming.
Library Collections	We provide accessible, diverse Library collections, both physical and electronic in response to the needs of our growing community.
Special Events	We actively promote and assist with local events, activities, and opportunities to encourage broad community participation. We support local groups' efforts to define, plan, and bring to life the community in which they want to live. Examples of some special events include: Fresh Air Flicks, Neighbourhood Nights, the Jazz and Blues Festival and other musical concerts held at the Library. These are collaborative events organized in co-ordination with cross-functional Town/Library teams and external organizations. As our motto says, "One Town, One Team."

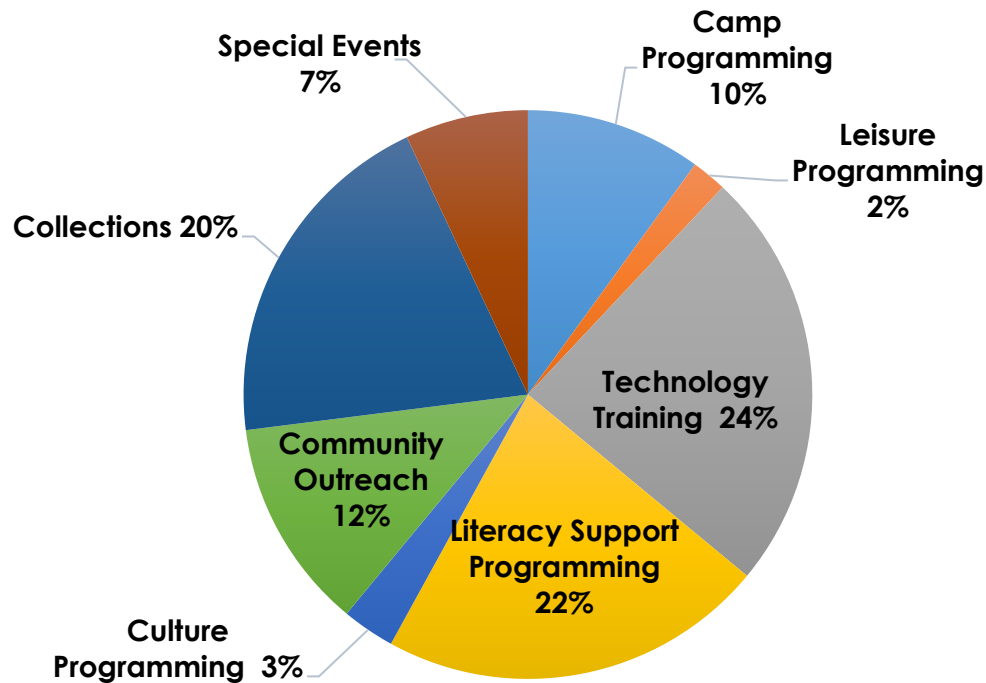


**What Services Do We Provide?**

Health & Wellness Programming

Once the Rizzardo Health & Wellness Centre (RHWC) is open to the public, we will provide numerous programs to our residents to support the overall health and well-being of our community. Already, we are examining the exciting possibilities when it comes to recreational and health and wellness programs. The Horodynsky Community Kitchen within the RHWC will be an important community asset that will bring together people from all kinds of backgrounds and encourage inclusive social gatherings, educational initiatives, food security, and physical and mental well-being.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Mobile Youth Centre	The Mobile Youth Centre (MYC) increases physical activity within youth in a non-traditional sporting capacity, provides recreational activities and develops physical literacy to youth and children that do not have access to traditional facilities or activities. The MYC is a proactive approach to engaging youth in recreation by following the motto "Don't wait for them to come to you, go out to them."	2018 saw a very successful launch for the MYC. Success in 2019 would see more young people taking advantage of the MYC as it visits more locations throughout our community, including special events.	Q3 2019	Operating	ADM23	2.3.2 SP5 Mobile Youth Program
Drop-In Partnership with YMCA	We will partner with the YMCA to offer drop-in programming in our Facilities.	We see an increase in the number of drop-in programs available to the community with consistent attendance.	Q4 2019	Operating		1.2.3 2.5.2 3.2.4

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Satellite Service Desk	Establishing a satellite service desk at the Innisfil Recreational Complex (IRC) specifically for programming registration and facility bookings. Examples include ice rentals, hall bookings, and camp registration.	Our desk is established in the IRC, staffed regularly and well-attended by customers, resulting in an increase in revenues and participation.	Q2 2019	Operating	N/A	3.2.4 3.2.5
HIGH FIVE® Programming	HIGH FIVE® Programming Offered: <ul style="list-style-type: none"> <li>Principles of Healthy Childhood Development</li> <li>Principles of Healthy Active Aging (NEW)</li> <li>Strengthening Children's Mental Health (NEW)</li> </ul>	Success would see an updated Town standard for children's programs to enhance quality and provide positive experiences for children. We provide ongoing training for other teams, resulting in greater cross-functionality.	Ongoing	Operating	N/A	2.3.2 2.5.2
Centralized Programming Offerings	Leisure Services, Library and other groups serving youth will populate a shared online presence, via the Active Kids website, to centralize programming offerings and create better user experiences for residents.	Residents are able to retrieve useful details for all types of children's programs offered across the Town and Library in one online location. This would offer better value to our residents by saving them time and empower them to make more informed choices when it comes to activities.	Q3 2019	Operating	N/A	1.2.2 1.2.3

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Develop a Lending Library Program	We will develop a lending library program for musical instruments and potentially tools or small appliances based on community need and available partnerships/funding opportunities.	We develop at least one new partnership to fund or support this initiative. Residents tell stories about new skills learned, projects completed, how empowered they feel, and how the program helped them launch a new career, business or hobby. Residents explore experiences they would otherwise be unable to afford.	If successful and funding sources continue, this will become an ongoing, evolving program. We want to keep the possibilities endless and open, as part of our ongoing commitment to always deliver fresh, new and exciting experiences at the Library.	Operating	N/A	3.2.4

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Community-Led Programming Pilot	<p>Numerous programs are led by community organizations in Library Spaces.</p> <p>Current Organizations offering programs include:</p> <ul style="list-style-type: none"> <li>• YMCA</li> <li>• Youth Quest</li> <li>• VON Senior's Exercise Program</li> <li>• Early ON Child and Family Centre.</li> <li>• Innisfil Seed Library</li> </ul> <p>2019 planned pilot programs include:</p> <ul style="list-style-type: none"> <li>• Simcoe County District School Board English as a Second Language classes.</li> <li>• CMHA outreach programming.</li> </ul>	Annual increase in the number of community-led programs on offer in Library spaces to better serve our community. We stay responsive to the needs of our residents and open to requests for space from local organizations looking to serve our community in new and innovative ways.	Ongoing	Operating	N/A	1.2.4

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Develop a Culture Master Plan	<p>A Culture Master Plan will:</p> <ul style="list-style-type: none"> <li>• Guide Innisfil in creating more opportunities for cultural events and activities</li> <li>• Encourage and develop community partnerships</li> <li>• Encourage and promote destination festivals and events</li> <li>• Make Innisfil a steward and champion of arts and culture, built and natural heritage.</li> </ul>	<p>A Culture Master Plan document is created and adopted by Council.</p> <p>At least two recommendations and initiatives are implemented in 2019.</p> <p>2020 sees an increase in the number of new cultural events and opportunities implemented or supported by the Town.</p> <p>Overall we see:</p> <ul style="list-style-type: none"> <li>• Youth and seniors regularly involved in cultural activities.</li> <li>• Guidelines developed for arts and community groups to expand their capabilities, effectiveness and reach.</li> <li>• New arts and culture opportunities championed and delivered by local organizations.</li> </ul>	<p>Q2 2019</p> <p>Q4 2019 – Recommendations implemented</p> <p>Implementation and support for cultural initiatives, ongoing.</p>	Operating	N/A	<p>SP13 Culture Master Plan 2.4.1 2.4.2 2.4.3 2.4.4 2.4.5 2.4.6 2.4.7 2.6.4</p>

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Health Hub Programming	Provide wellness-focused programming in the Rizzardo Health & Wellness Centre (RHWC). Town and Library to partner with other organizations to bring new and existing programming to the space.	A number of exciting programs are implemented in the first two years of operation of the RHWC. The more programs implemented, and the more these programs are in demand, the better.	Ongoing	Operating	N/A	2.2.1 2.2.3
Mobile Outreach Unit	This project would provide the resources to transport and to set up technology at any external event. This would expand our outreach opportunities for the Library and the Communications & Community Engagement teams, who are instrumental when it comes to organizing and participating in many of our public events.	Residents living in areas traditionally underserved are engaged in technology training and informed in both Library and Town initiatives and opportunities.	Q2 2020	Capital	LIB 66	1.2.2 1.2.3 1.3.5

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Electronic/Online Resources	The current roster of electronic resources will be assessed to see if residents truly find them informational and/or entertaining. We will take a look at which licenses should be renewed, and which ones we should seek out to support learning and personal growth. As always, our staff will be fully trained on these new resources.	Our residents are taking advantage of a number of new online resources in our collections, including e-books. Library staff have expert knowledge of the variety of our online resources and know how to help customers use them. Town staff are also engaged and are ambassadors for these resources.	Q1 2019 – new resources online  Ongoing otherwise	Operating		
Promote Collections & Online Resources	We will promote our physical collections and online resources through in-branch merchandising, readers' advisory interactions, and online tools. Staff will receive training in readers' advisory and merchandising.	Merchandising displays are pre-planned, consistent, and visually appealing. There is an increase in readers' advisory interactions. Targeted subsets of the collection (e.g. staff picks) see an increase in circulation.	Q2 2019	Operating		



## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Growth	194,170	45,000	239,170
<b>Total Community Programming &amp; Activities by Classification</b>	\$ 194,170	\$ 45,000	\$ 239,170

\*For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Community Programming & Activities include library and planning type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Information Technology	12,000	-	12,000
Library	182,170	-	182,170
Planning	-	45,000	45,000
<b>Total Community Programming &amp; Activities by Project Type</b>	\$ 194,170	\$ 45,000	\$ 239,170

\*For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Community Programming &amp; Activities</b>					
Revenue					
Registration & Facility Fees	(243,845)	(267,413)	(23,568)	9.67%	<b>(1)</b>
Permits & Other Development Fees	(17)	(16)	1	(5.88%)	
User Fees, Licences and Fines	(62,404)	(67,393)	(4,989)	7.99%	
Recoveries & Local Improvements	(808)	(1,500)	(692)	85.64%	
Other	(34,025)	(34,083)	(58)	0.17%	
<b>Total Revenue</b>	<b>(341,099)</b>	<b>(370,405)</b>	<b>(29,306)</b>	<b>8.59%</b>	
Expenditures					
Wages & Benefits	1,757,982	1,847,774	89,792	5.11%	<b>(2)</b>
Materials & Supplies	394,761	403,142	8,381	2.12%	
Utilities	9,971	9,978	7	0.07%	
Contracted Services	269,797	274,250	4,453	1.65%	
Rents & Financial	5,570	6,024	454	8.15%	
Internal Recoveries/Transfers	38,727	38,750	23	0.06%	
<b>Total Expenditures</b>	<b>2,476,808</b>	<b>2,579,918</b>	<b>103,110</b>	<b>4.16%</b>	
<b>Total Community Programming &amp; Activities</b>	<b>\$ 2,135,709</b>	<b>\$ 2,209,513</b>	<b>\$ 73,804</b>	<b>3.46%</b>	

### Note: Explanation of Change

- (1)** Reflects an anticipated increase in programs and camp registration.
- (2)** Addition of 2 Camp Councillors and 2 Mobile Youth Centre Summer Coordinators, salary progression, employment agreements, economic adjustments, and changes in benefit costs.

**Displayed by Service**

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Community Programming &amp; Activities</b>				
Camp Programming	149,868	158,548	8,680	5.79%
Leisure Programming	63,062	58,979	(4,083)	(6.47%)
Health & Wellness Programming	150,000	150,000	-	0.00%
Technology Training	370,930	387,848	16,918	4.56%
Literacy Support Programming	372,837	388,977	16,140	4.33%
Culture Programming	42,895	43,892	997	2.32%
Community Outreach	268,849	294,192	25,343	9.43%
Collections	547,123	553,331	6,208	1.13%
Special Events	170,145	173,746	3,601	2.12%
<b>Total Community Programming &amp; Activities</b>	<b>\$ 2,135,709</b>	<b>\$ 2,209,513</b>	<b>\$ 73,804</b>	<b>3.46%</b>

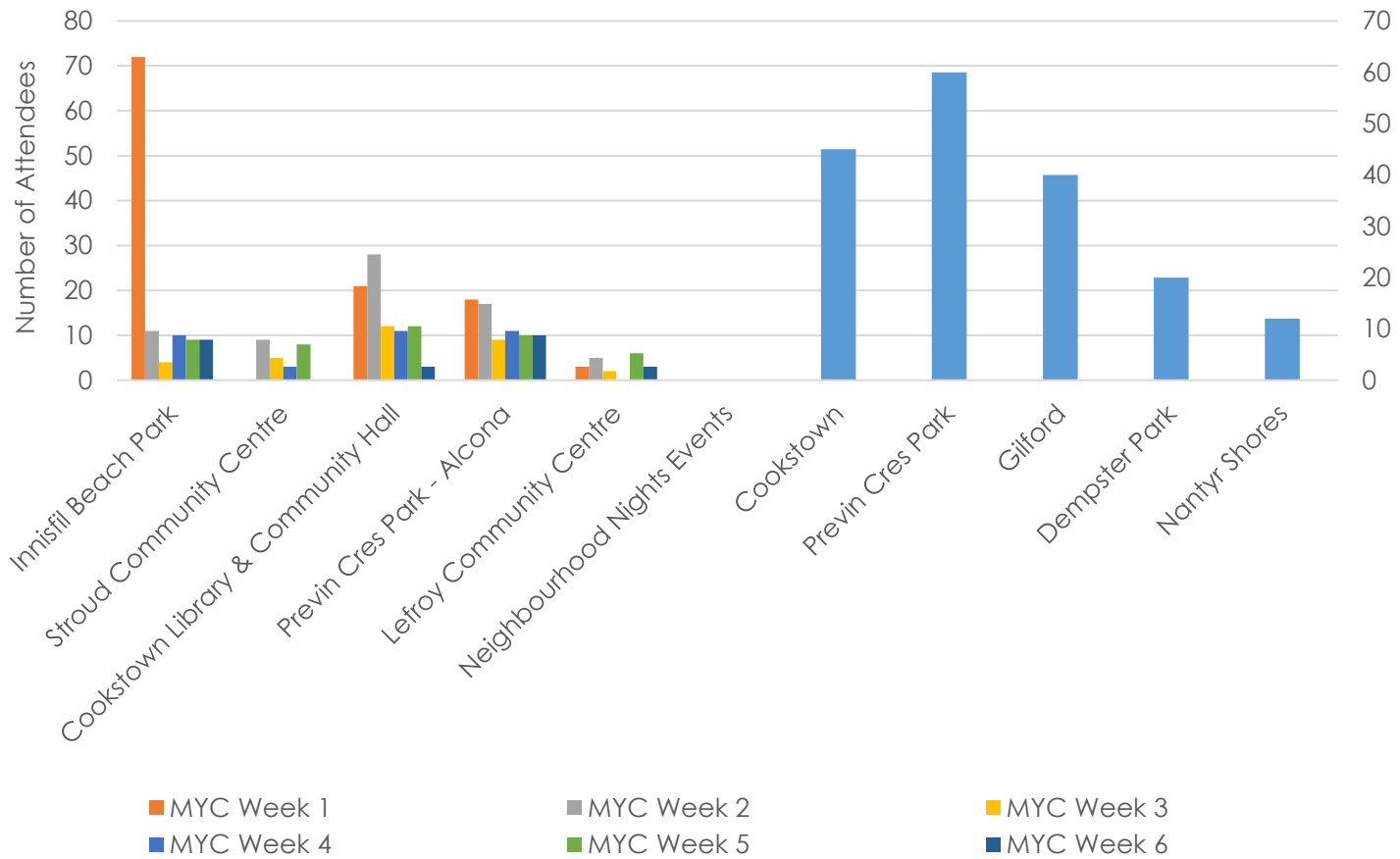
## How We're Performing

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### How Much and How Well Did We Do?

Performance Measure	Participants Who Attended the Mobile Youth Centre
Story behind the data	<p>This measure is new for 2018. The MYC's goal is to engage youth in physical activity and literacy that builds their confidence to continue with activities. The MYC trailer visited five set locations per week for six weeks from July to August throughout the community. The trailer was present at the Town's Neighbourhood Nights Events and had approximately 500 participants throughout the summer of 2018.</p> <p><b>Weekly MYC Locations:</b></p> <ul style="list-style-type: none"> <li>• Innisfil Beach Park</li> <li>• Stroud Innisfil Community Centre</li> <li>• Cookstown Library &amp; Community Hall</li> <li>• Previn Court Park – Alcona</li> <li>• South Innisfil Community Centre – Lefroy</li> </ul> <p><b>Neighborhood Nights Event Locations:</b></p> <ul style="list-style-type: none"> <li>• Kidd's Lane Park - Cookstown</li> <li>• Previn Court Park – Alcona</li> <li>• Shore Acres Dr. – Parking Lot Gilford</li> <li>• Dempster Park - Stroud</li> <li>• Nantyr Shores Secondary School</li> </ul>

## MYC & Neighbourhood Night Events Attendance

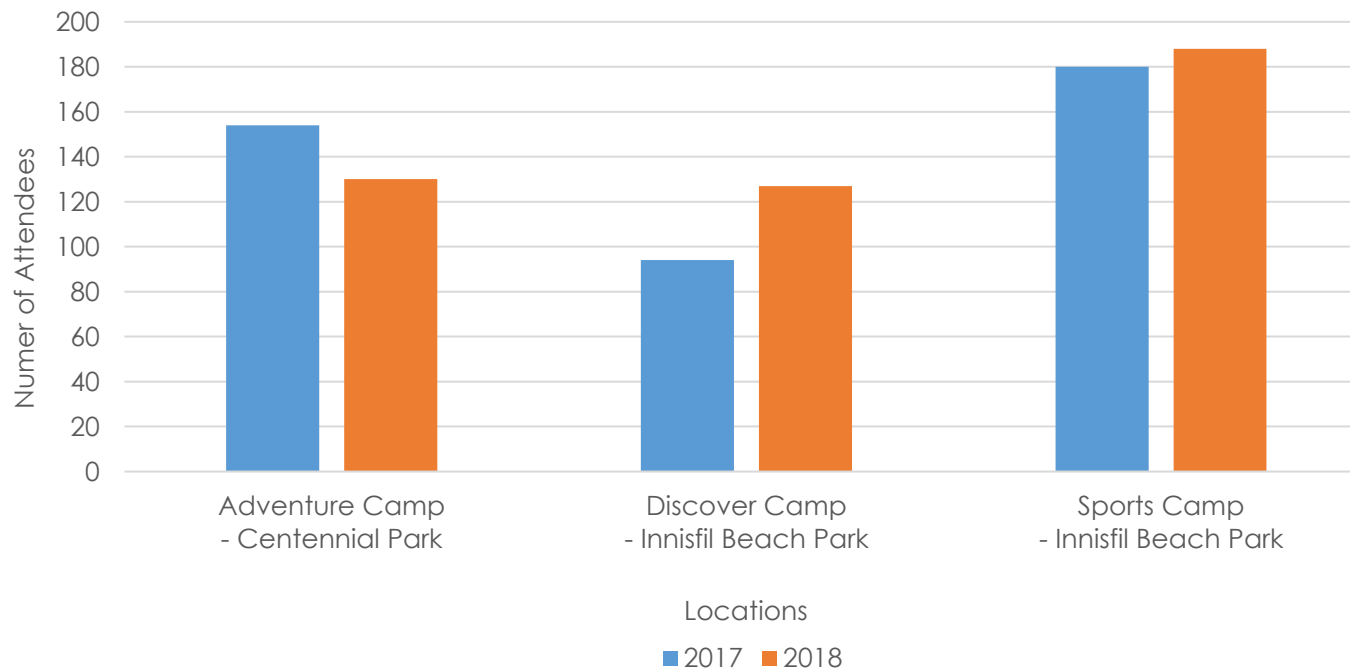


## How We're Performing

### How Much and How Well Did We Do?

Performance Measure	Participants Attended Innisfil Summer Camps
Story behind the data	<p>For nine weeks each summer, we provide a variety of summer camps:</p> <ul style="list-style-type: none"> <li>• Adventure Camp (for children aged 6-12) at Innisfil Centennial Park.</li> <li>• Sports Camp (for children aged 6-12) at Innisfil Beach Park.</li> <li>• Discover Camp (for children aged 4-6) at Innisfil Beach Park.</li> </ul> <p>Through the development of engaging programs, including HIGH FIVE®, we continue to see a significant demand for these memorable experiences.</p>

### Innisfil Summer Camp Participation



## How We're Performing

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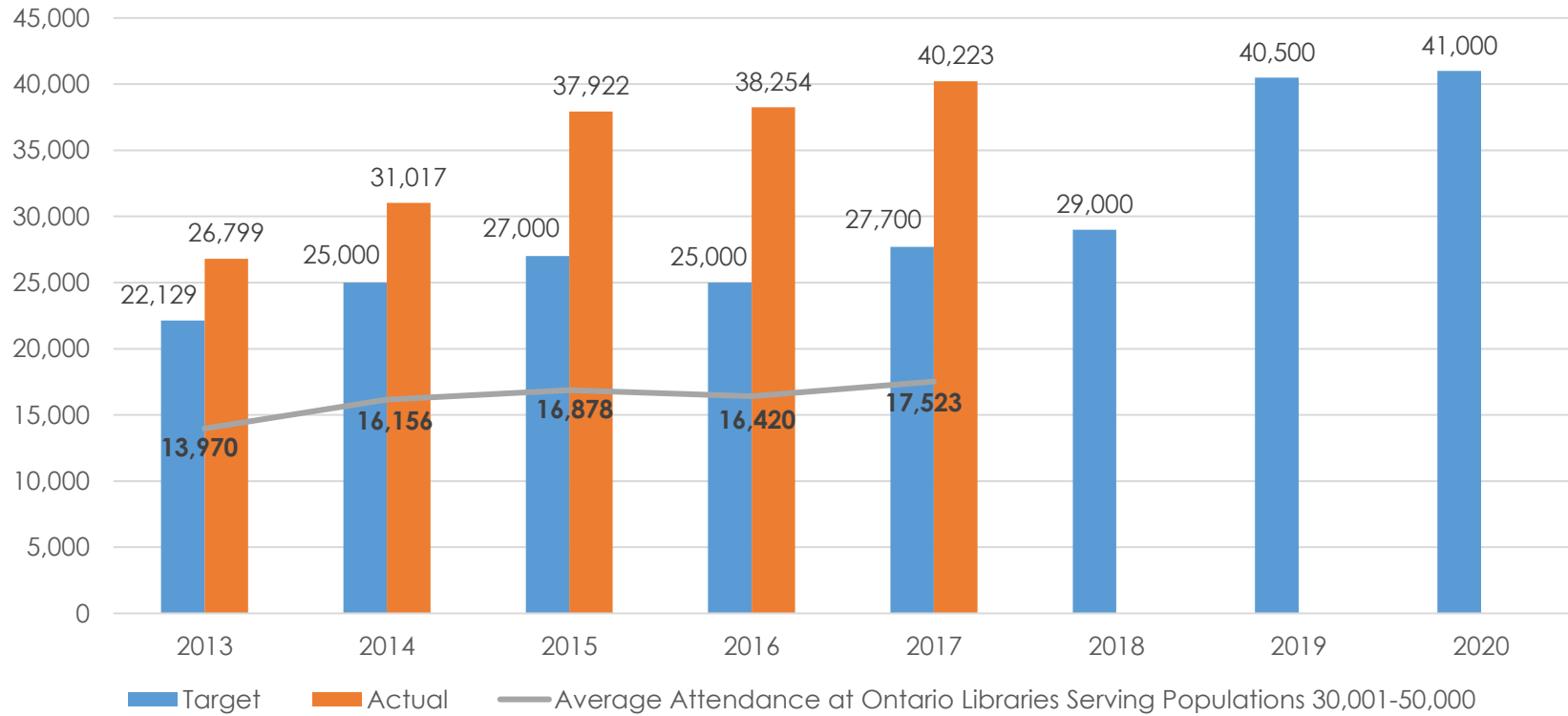
### How Much Did We Do?

Performance Measure	Library Program and Outreach Attendance		
	2015	2016	2017
Program Attendance (number of people participating in library programs)	37,922	38,254	40,223
Outreach Attendance (number of people participating in programs offered by library outside the library walls)	15,278	15,421	16,268

### How Well Did We Do It?

Performance Measure	Library Program Attendance
Story behind the data	Our goal is to provide as many Innisfil residents as possible with meaningful literacy-based or cultural programming close to home. As part of our requirement to receive the Public Library Operating Grant, our staff carefully track many important statistics, including the number of programs we have, and participation levels. For context, plotted on the graph below is the average program attendance at libraries in the province serving populations between 30,001 and 50,000 people. Year over year, Innisfil is a leader in both the number of programs offered and attendance at said programs compared to other libraries serving similar populations sizes.

### Program Attendance

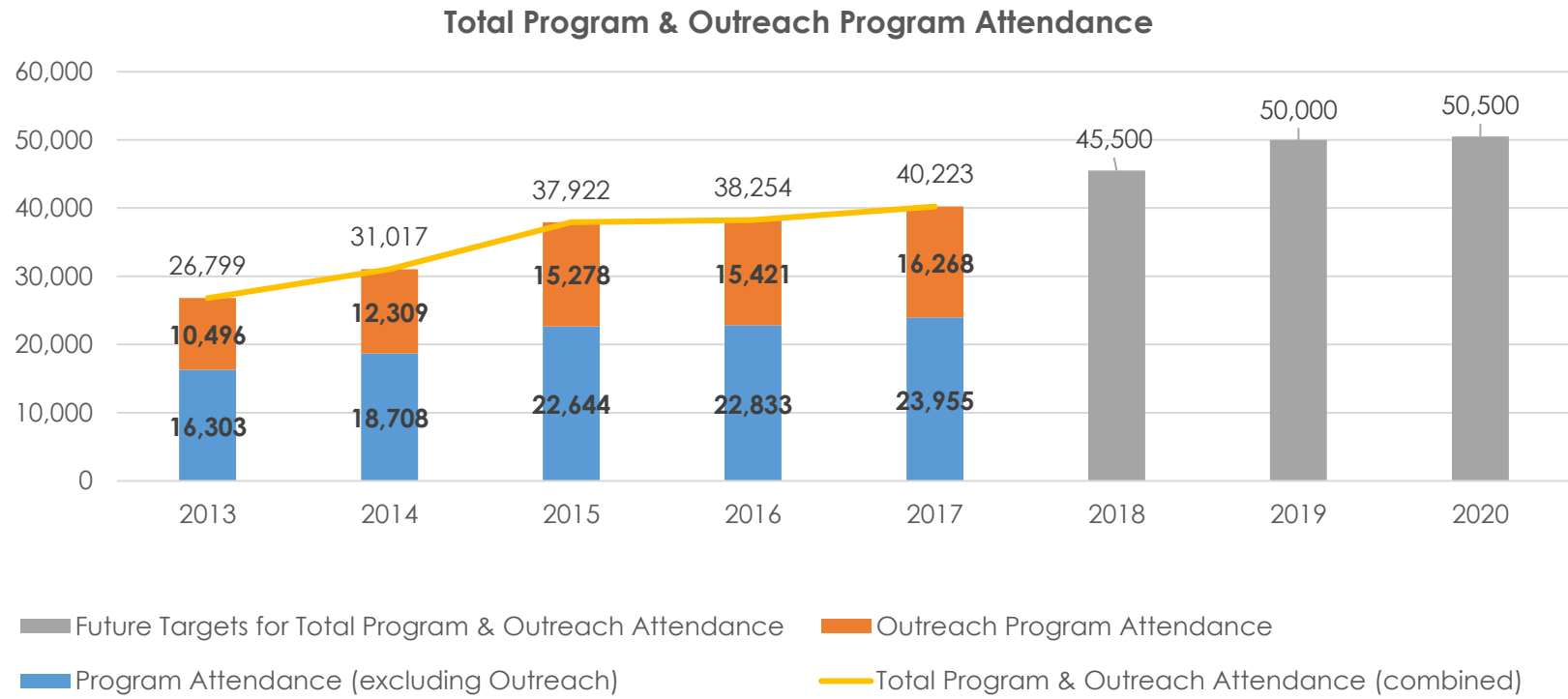


**Where we want to go?**

Library programming is a critical part of our service. Besides attendance, it's important to keep in mind that there is value in providing residents from various demographics the opportunity to learn and participate in collaborative experiences in a fun, neutral, non-judgemental setting. We continue to work with our provincial library partners to develop new methods to measure this impact and look forward to possibly reporting this in the future. Going forward, we are setting program attendance targets of 40,500 in 2019 and of 41,000 in 2020.



Performance Measure	Library Outreach Program Attendance
Story behind the data	We want to provide as many Innisfil residents as possible with meaningful literacy-based or cultural programming close to home. If someone cannot come to the Library, then we will strive to go to them to provide programming and outreach opportunities. We usually do this in collaboration with other Town teams or community organizations.



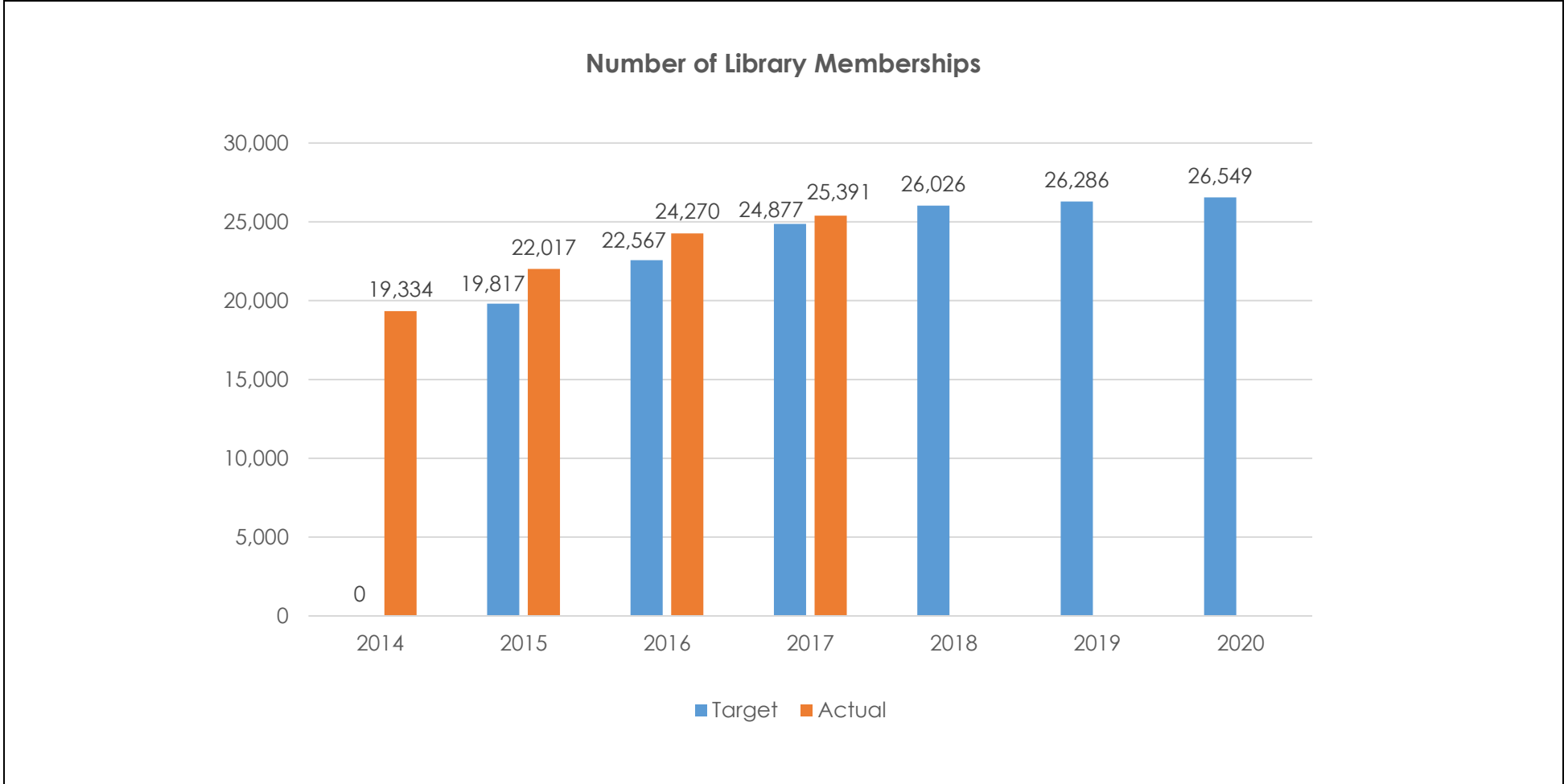
Where we want to go?	We will continue to pursue outreach opportunities and partnerships tied to Innisfil's strategic directions. For future library outreach program attendance, we are setting targets of 16,500 for 2018, 17,000 for 2019 and 17,500 for 2020.
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**Is Anyone Better Off?**

Performance Measure	Library: Early Literacy Support
Story behind the data	Through our library programming, we want to give more parents and caregivers the tools to engage their children in early literacy-building activities. Several years ago, the Library Board adopted the <i>American Library Association's Every Child Ready to Read</i> concept, and since that time, we have used this in the creation of all programming for young children. In addition, our staff receive ongoing training to ensure that children's programming at the library continues to be a valuable experience for all.
Where we want to go	We will use a survey to measure whether parents and caregivers are being provided with early literacy support. We would like to see more respondents tell us that library programming has taught them how to engage in early literacy-building activities with their children (as a result, we are setting positive feedback targets of 60% in 2019, and 65% in 2020.)

Performance Measure	Number of Citizens with Library Cards
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Story behind the data	We want to see more residents to use library services every year. As you can see below, usage has been steadily increasing with more than two thirds of our population holding a library card.
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Where we want to go	Ultimately, our goal is for every resident to have a library card and be part of the process of 'sparking ideas to ignite a creative and dynamic community.' However, we recognize that some of our customers come just to visit and be part of our vibrant community hub. As a result, library membership targets have been set for a 1% annual increase for 2019 and 2020.
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# Fire Protection

## Service Business Plan

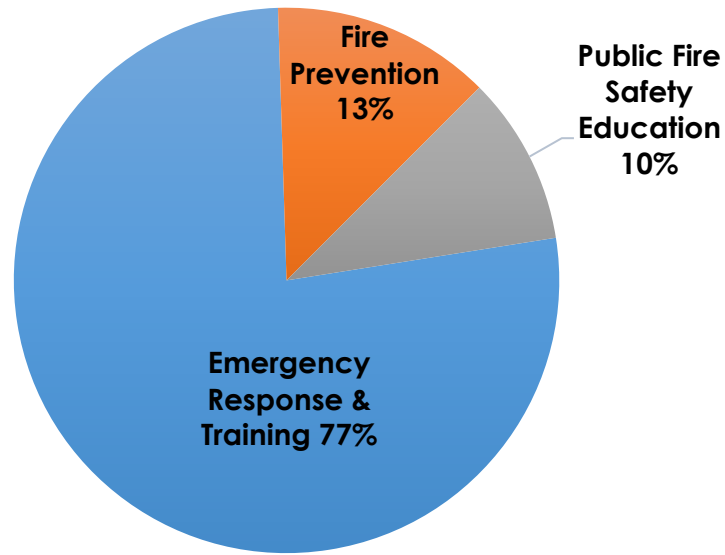
**Team Leader:** Tom Raeburn, Fire Chief

**Departments Involved:** Fire & Rescue Services

**What Is the Value of This Service Bundle?** We serve Innisfil residents by protecting life and property from fire, hazards, and other emergencies through accredited emergency response training, aggressive public education and Fire Code enforcement.

What Services Do We Provide?	
Emergency Response & Training	We provide timely and effective fire suppression and rescue operations, in addition to first aid, CPR, defibrillation, ice water rescue, auto extrication and hazardous material awareness. Innisfil has 5 fire stations and the staffing breakdown is as follows: <ul style="list-style-type: none"><li>• Lefroy station is staffed 24/7 with a minimum of 3 career firefighters. Volunteer firefighters respond to the station when required.</li><li>• Stroud, Alcona and Cookstown stations are staffed solely with volunteer firefighters.</li><li>• Big Bay Point station is currently staffed 24/7 with a minimum of 3 career firefighters. Volunteer firefighters will be stationed here once the permanent station has been built.</li></ul>
Fire Prevention	Our Fire Prevention division is responsible for the inspection of buildings throughout the Town to ensure Fire Code requirements are achieved. Prevention and Suppression divisions conduct routine inspections based on compliant customers.
Public Fire Safety Education	Public Fire Safety Education is responsible for educating residents about fire safety, with a specific focus on the vulnerable population including children and the elderly. We engage students through school outreach sessions by providing fire extinguisher training and community presentations to spread awareness about fire safety.
Emergency Management Readiness	We are responsible for corporate emergency preparedness by ensuring provincial mandates are met. This includes updating the Municipal Emergency Management Plan and providing training to ensure staff from multiple service areas are ready to respond to numerous types of emergencies.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Construction of Big Bay Point Fire Station	Successful completion of the Fire Station with firefighters and equipment located permanently in the facility.	Q3 2019	Capital	FIRE8	1.1.5
*Addition of 8 career firefighters	Staffing of first responding rescue trucks meet NFPA industry standards to perform rapid search & rescue, as well as aggressive, interior fire attack.	Q3 2019	Operating	N/A	1.1.5
Volunteer Firefighter Recruitment and Retention	Volunteer firefighters are recruited and retained to adequately staff all 5 stations.	Q1 2019	Operating	N/A	1.1.5

Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Addition of Fire Boat	Our fire boat is in service supplying water from the lake when needed, assisting South Simcoe Police with lake rescue and our Operations team with shoreline management, in addition to educating boaters on fire safety.	Q2 2020	Capital	FLT257	1.1.5
Starting 'in-service' fire safety inspections of commercial buildings.	Success would see the elimination of potential fire hazards using a proactive approach. This contrasts with reacting to complaints which often results in Orders being laid.	Q4 2019	Operating	N/A	1.1.5

\*The addition of these 8 career firefighters will result in the Lefroy and Big Bay Point stations having a minimum staffing of 4 firefighters, 24 hours a day, 365 days a year. This will create adequate staffing levels for aggressive interior firefighting and search & rescue on the arrival of the first rescue truck.

# Capital Overview

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## Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including roads, sidewalks, bridges and culverts, Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	64,500	4,700,000	4,764,500
Growth	717,800	*11,875,000	12,592,800
<b>Total Fire Protection by Classification</b>	<b>\$ 782,300</b>	<b>\$ 16,575,000</b>	<b>\$ 17,357,300</b>

\*Major projects in the 10-year plan include the addition of a Fire Station and trucks in the Innisfil Heights area, should industry move into the area.

For additional details see Appendix A.

## Displayed by Project Type

Capital projects for Fire Protection include fire and fleet type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Fire	186,900	11,325,000	11,511,900
Fleet	595,400	5,250,000	5,845,400
<b>Total Fire Protection by Project Type</b>	<b>\$ 782,300</b>	<b>\$ 16,575,000</b>	<b>\$ 17,357,300</b>

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Fire Protection</b>					
Revenue					
Permits & Other Development Fees	(9,500)	(9,500)	-	0.00%	
User Fees, Licences and Fines	(86,000)	(86,000)	-	0.00%	
External Recoveries	(72,018)	(72,018)	-	0.00%	
Transfer from Reserve & Reserve Funds	(1,012,699)	(1,002,789)	9,910	(0.98%)	<b>(1)</b>
<b>Total Revenue</b>	<b>(1,180,217)</b>	<b>(1,170,307)</b>	<b>9,910</b>	<b>(0.84%)</b>	
Expenditures					
Wages & Benefits	5,864,807	6,634,838	770,031	13.13%	<b>(2)</b>
Materials & Supplies	513,196	534,564	21,368	4.16%	
Utilities	97,878	107,454	9,576	9.78%	
Contracted Services	131,551	128,551	(3,000)	(2.28%)	
Long term debt - Principal & Interest	921,813	899,063	(22,750)	(2.47%)	<b>(3)</b>
Transfer to Reserve & Reserve Funds	56,870	56,870	-	0.00%	
<b>Total Expenditures</b>	<b>7,586,115</b>	<b>8,361,340</b>	<b>775,225</b>	<b>10.22%</b>	
<b>Total Fire Protection</b>	<b>\$ 6,405,898</b>	<b>\$ 7,191,033</b>	<b>\$ 785,135</b>	<b>12.26%</b>	

### Note: Explanation of Change

- (1)** Increase in funding from Building Code Reserve to offset Fire Inspector 3-year contract position previously approved by Council.
- (2)** Increase in 2020 reflects full year impact of 8 staff approved for Oct 1, 2019, salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** The change in 2020 reflects the reduction in interest charges for the Big Bay Point Fire Station.



## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Fire Protection</b>				
Emergency Response	5,078,017	5,693,282	615,265	12.12%
Fire Prevention	713,052	800,050	86,998	12.20%
Public Fire Safety Education	596,606	679,381	82,775	13.87%
Emergency Management Readiness	18,223	18,320	97	0.53%
<b>Total Fire Protection</b>	<b>\$ 6,405,898</b>	<b>\$ 7,191,033</b>	<b>\$ 785,135</b>	<b>12.26%</b>

## How We're Performing

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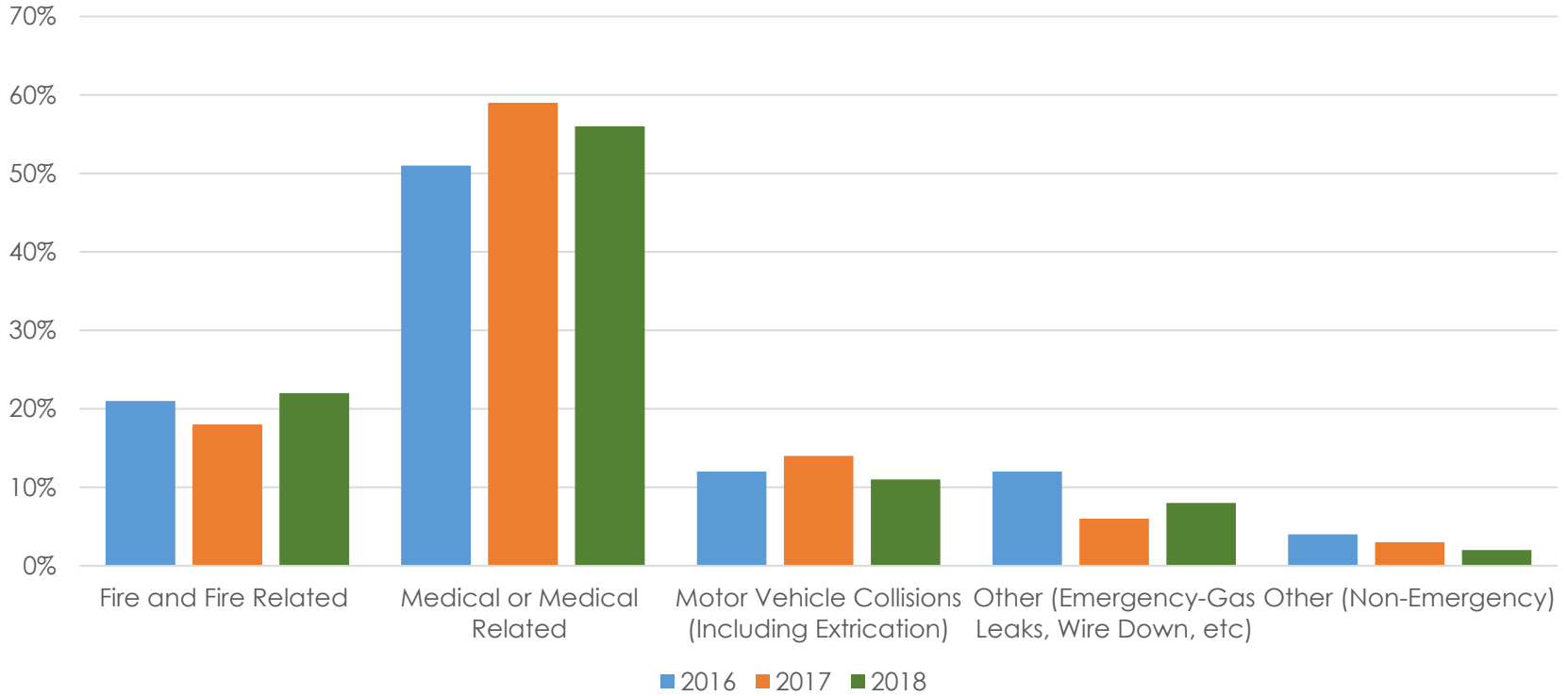
### How Much Did We Do?

Performance Measure	2016	2017	Projected 2018
*Fire Inspections Completed	198	219	289
Fire Safety - Public Education (# of residents contacted)	4100	5012	**9200
Calls for Service (Suppression Division)	2183 (spike due to ice storm)	1934	2200 (on target for 15% increase over 3-year average)

\*"Fire Inspections Completed" is a specific term that means a building is fully compliant with the Fire Code. Each "Inspection Completed" often requires several visits by staff, under the same permit number. We are currently looking to better track the number of visits involved for each permit.

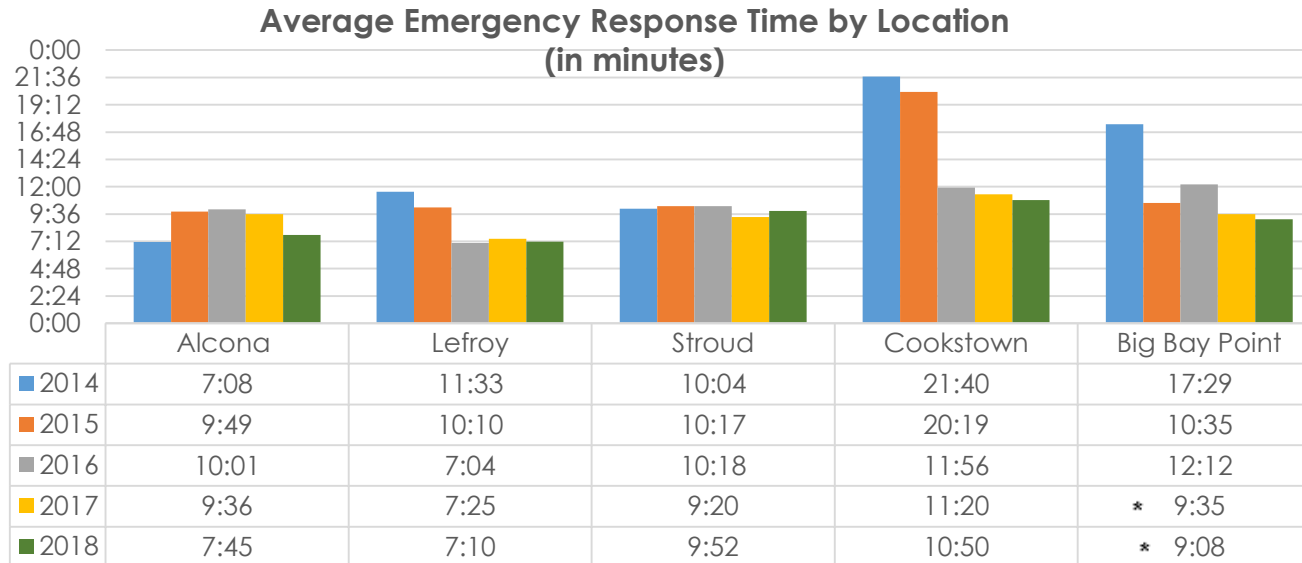
\*\*Increased efforts to have contact with more residents is further outlined below (Public Education).

2016-2018 Breakdown of Calls for Service



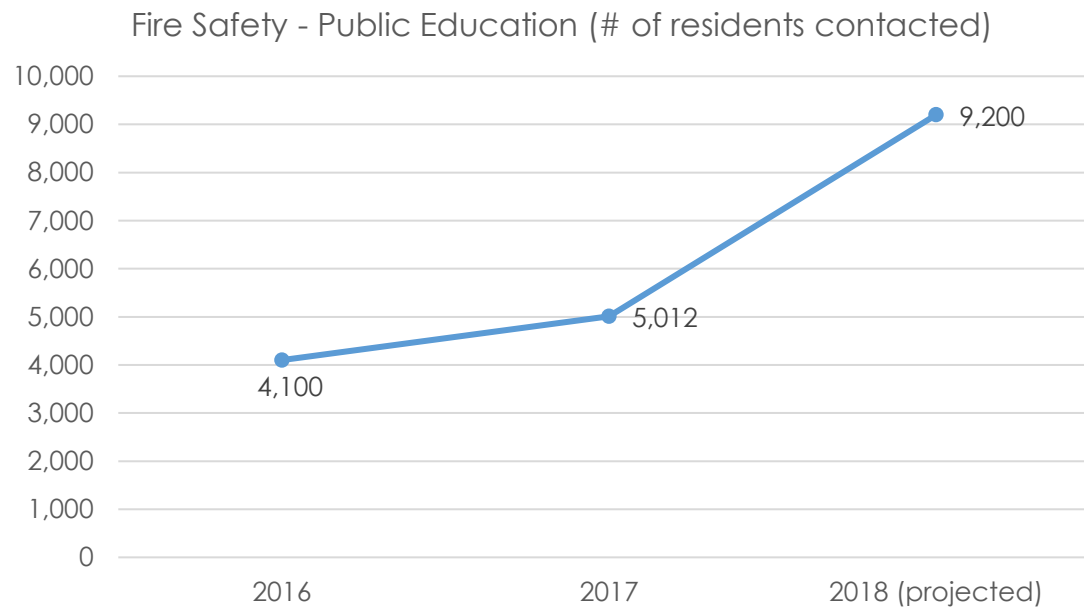
**How Well Did We Do It?**

Performance Measure	Average Response Times to Emergencies
Calls for Service	<p>In October 2017, career firefighters began staffing a temporary fire station in the Big Bay Point area on a 24/7 basis. This has resulted in fire crews arriving on scene of an emergency in this area approximately 6 minutes earlier (on average) than before. Arriving to aid a patient more quickly undoubtedly has benefits, however those benefits are also difficult to measure. Response times in the entire Station 5 response area (including Sandycove Acres) have improved by approximately 3 minutes (on average).</p> <p>Average response times have improved overall. The addition of a staffed Station 5 in the Big Bay Point area, as well as relocating career staff to Station 2 (Lefroy) has resulted in quicker response times in all areas of Innisfil, and a more consistent response time Town-wide. The quick response to fires in the area had a dramatic effect on reducing the amount of property lost due to fire. It is expected that we will maintain these response times each year and continue to look for innovative ways to reduce response times even further.</p>



\* Crews on duty at the temporary fire station in Big Bay Point

Performance Measure	Public Fire Safety Education
Public Education	<p>The Innisfil Fire Team is engaging residents more than ever before. The Fire Safety trailer is active at more events, and in 2017 we had over 3800 children and adults visit the trailer to learn about home fire safety.</p> <p>Suppression staff were very successful with the Smoke Alarm Program in 2017, completing over 500 visits to homes throughout the Town to check existing smoke and carbon monoxide alarms. Should deficiencies be located, Fire crews work with the occupants to correct the issues, ensuring residents are safer in their homes.</p> <p>Fire Prevention staff educated over 700 seniors by visiting several occupancies that house aging populations, to deliver fire safety information.</p> <p>Innisfil Fire continues to increase our focus on Fire Safety Education with the goal of reducing the number of fire emergencies (safe cooking practices, proper ways to discard cigarette butts, etc.) It is projected that the 2018 numbers in all of the above areas will be higher than 2017.</p>



# Community Standards

## Service Business Plan

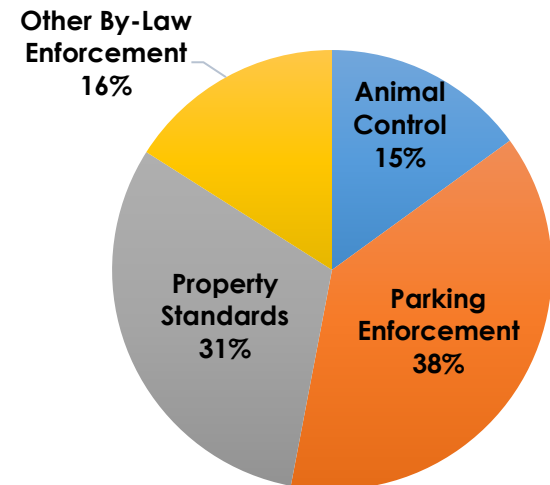
**Team Leader:** Barrie Vickers, Chief Building Official

**Departments Involved:** Community Development Standards Branch, Customer Service, and Planning.

**What Is the Value of This Service Bundle?** Community Standards facilitate enjoyment and safety of public and private property use by encouraging awareness and compliance with our official community standards through administering municipal by-laws.

What Services Do We Provide?	
Animal Control	We license dogs, manage strays and deal with issues around domestic animals, wildlife and domestic livestock, seeking safety for the inhabitants of Innisfil, both human and non-human.
Parking Enforcement	We ensure public safety in relation to parked vehicles on public roads and on private and public property, contributing to the effective and efficient use of our road network.
Property Standards	We ensure harmful plants, vegetation height and control, neglected vehicles and structures, garbage, and harmful materials are addressed through a process of enforcement for the intended safety and betterment of our community.
Other By-law Enforcement	We seek compliance with the municipality's by-laws including zoning, smoking, business, etc.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Enhance winter parking patrol	Plough operators are assisted with off-hour vehicle obstruction removal.	Q2 2019	Operating	N/A	N/A
Implement summer park parking control – electronic ticketing, parking fine increases	Greater compliance with parking rules, fewer resident complaints and ticketing streamlining (less manual).	Q3 2019	Operating	N/A	N/A
Evaluate new “In-House Animal Control”	Service level review looking at response times, cost and community expectations.	Q3 2019	Operating	N/A	N/A
Review and Update By-laws as appropriate	Cannabis legalization incorporated into Smoking By-law, Business Licensing By-law.	Q1 2019	Operating	N/A	N/A

# Capital Overview

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## Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including roads, sidewalks, bridges and culverts, Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Renewal	66,400	-	66,400
<b>Total Community Standards by Classification</b>	\$ 66,400	-	\$ 66,400

For additional details see Appendix A.

## Displayed by Project Type

Capital projects for Community Standards include fleet type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Fleet	66,400	-	66,400
<b>Total Community Standards by Project Type</b>	\$ 66,400	-	\$ 66,400

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Community Standards</b>					
Revenue					
Permits & Other Development Fees	(5,000)	(5,100)	(100)	200.00%	<b>(1)</b>
User Fees, Licences and Fines	(250,703)	(265,756)	(15,053)	6.00%	
External Recoveries	(72,000)	(72,000)	-	0.00%	
Other	(4,000)	(4,000)	-	0.00%	
<b>Total Revenue</b>	<b>(331,703)</b>	<b>(346,856)</b>	<b>(15,153)</b>	<b>4.57%</b>	
Expenditures					
Wages & Benefits	496,117	507,310	11,193	2.26%	
Materials & Supplies	108,712	120,070	11,358	10.45%	
Utilities	3,597	3,597	-	0.00%	
Contracted Services	85,888	88,139	2,251	2.62%	
Rents & Financial	5,000	5,500	500	10.00%	
Internal Recoveries/Transfers	(167,945)	(167,952)	(7)	0.00%	
<b>Total Expenditures</b>	<b>531,369</b>	<b>556,664</b>	<b>25,295</b>	<b>4.76%</b>	
<b>Total Community Standards</b>	<b>\$ 199,666</b>	<b>\$ 209,808</b>	<b>\$ 10,142</b>	<b>5.08%</b>	<b>(2)</b>

#### Note: Explanation of Change

(1) Increase in 2020 reflects the inflationary impact to parking fine rates.

(2) Amounts related to the tax levy.



## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Community Standards</b>				
Animal Control	73,321	73,804	483	0.66%
Parking Enforcement	(25,752)	(25,608)	144	(0.56%)
Property Standards	97,896	104,290	6,394	6.53%
Other By-Law Enforcement	54,201	57,322	3,121	5.76%
<b>Total Community Standards</b>	<b>\$ 199,666</b>	<b>\$ 209,808</b>	<b>\$ 10,142</b>	<b>5.08%</b>

## How We're Performing

### How Much Did We Do?

Performance Measure	2016	2017	2018 (Projected)
Summer parking tickets (Victoria Day – Labour Day)	2450	2695	3712
Off-season parking tickets	1851	2044	1662
Dogs licensed	958	809	1255
Noise exemption permits	22	17	14
Noise complaints	51	76	61
Number of property maintenance Complaints / Investigations	363	406	333
Complaints received	1279	1587	1344
Parking complaints	228	284	289
Fence complaints	14	32	20
Property standards complaints	363	406	333

### How Well Did We Do It?

Performance Measure	2016	2017	2018
By-laws reviewed	3	5	0
By-laws updated	2	1	2

**Notes:**

- 1) We are developing a strategy to statistically measure and record the quality of performance for delivering some of these services.
- 2) We are developing a strategy statistically measure staff time expenditure relative to root causes of complaints (i.e. singular, neighbour disputes, health issues, poverty, etc.)

# Source Water Protection

## Service Business Plan

**Team Leader:** Barrie Vickers, Chief Building Official

**Departments Involved:** Community Development Standards Branch, Planning, and Conservation Authorities (LSRCA & NVCA).

**What Is the Value of This Service Bundle?** We protect the quality of our source water and environment through implementation of the Clean Water Act (2006) by identifying malfunctioning septic systems and enforcing the Ontario Building Code as it relates to on-site sewage systems.

What Services Do We Provide?	
Septic Re-Inspection Certificate	We foster awareness of the importance of the protection of our source water with septic users within the Town, partner with local conservational authorities for Conservation Act compliance during construction in regulated areas, and oversee waterfront development to protect and preserve our shoreline.
Conservation Authorities	We partner with local watershed management agencies (LSRCA & NVCA), to ensure the conservation, restoration and responsible management of the water, land and natural habitats within the Town of Innisfil.

Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Complete Phase 3 of Septic Reinspection Program	All Phase 3 systems to be inspected	Q4 2020	Operating	N/A	N/A
Continue Phase 1, Phase 2, Phase 3 inspections	Inspection rotation every 5 years	Until municipal services provided	Operating	N/A	N/A

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Source Water Protection</b>					
Revenue					
Permits & Other Development Fees	(65,980)	(65,980)	-	0.00%	
External Recoveries	(93,004)	(93,004)	-	0.00%	
Transfer from Reserve & Reserve Funds	-	-	-	-	
<b>Total Revenue</b>	(158,984)	(158,984)	-	0.00%	
Expenditures					
Wages & Benefits	92,496	94,677	2,181	2.36%	
Materials & Supplies	14,077	14,849	772	5.48%	
Utilities	541	540	(1)	(0.18%)	
Contracted Services	837	834	(3)	(0.36%)	
Conservation Authorities, Local Boards & Grants	564,897	586,300	21,403	3.79%	(1)
Internal Recoveries/Transfers	32,802	33,051	249	0.76%	
<b>Total Expenditures</b>	705,650	730,251	24,601	3.49%	
<b>Total Source Water Protection</b>	\$ 546,666	\$ 571,267	\$ 24,601	4.50%	

#### Note: Explanation of Change

(1) Estimated increase in contribution to the NVCA and LSRCA.

### Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Source Water Protection</b>				
Septic Re-inspection Certificate	74,773	77,971	3,198	4.28%
Conservation Authorities	471,893	493,296	21,403	4.54%
<b>Total Source Water Protection</b>	\$ 546,666	\$ 571,267	\$ 24,601	4.50%

### How We're Performing

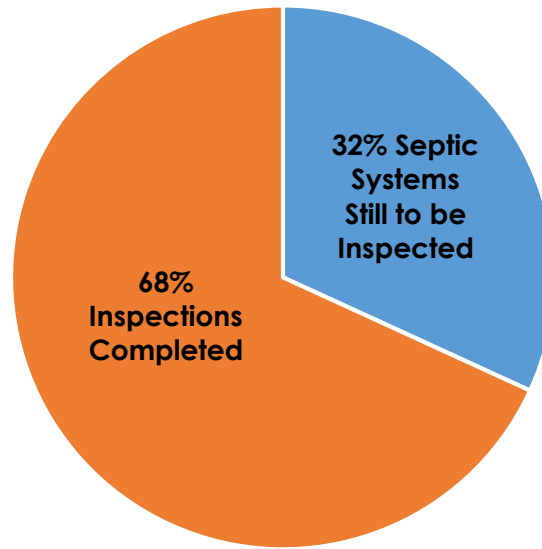
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#### How Much Did We Do?

Performance Measure	2016	2017	2018
# of systems inspected	112	88	129

#### How Well Did We Do?

Performance Measure	% of on-site sewage systems inspected
Story behind the data	Within the Town of Innisfil there are 1784 properties with on-site sewage systems. Total completed inspections to date is 1216 properties



**Is Anyone Better Off?**

Innisfil residents who rely solely on well water can be assured that we are constantly inspecting the surrounding on-site sewage systems to make sure they operate safely and do not compromise their drinking water. The integrity of natural water sources and Lake Simcoe are sustained and uncompromised by virtue of on-site septic systems within their catchment areas are operating safely.

**SUMMARY SPECIAL CAPITAL and OPERATING LEVY**

As updated for the Municipality of Innisfil August 2018

	2018 Approved	2019 Proposed	2020 Outlook
<b>SPECIAL CAPITAL PROGRAM FUNDING PRIORITIES</b>			
<b>Corporate</b>			
<b>Governance</b>			
Lake Simcoe Protection Plan	12,255	12,653	13,030
<b>Human Resource Management</b>			
Accessibility for Ontarians with Disabilities Act (AODA)	437	441	455
<b>Information Management</b>			
Program Information Management	10,892	11,187	11,521
<b>Financial Management</b>			
Asset Management - Vehicles and Equipment	4,920	5,004	5,153
<b>Ecological Management</b>			
<b>Restoration and Regeneration</b>			
Assistance Program	24,591	24,990	25,734
<b>Ecosystem Science and Monitoring</b>			
Lake Monitoring	7,465	7,608	7,835
Tributary Biologic Monitoring	8,802	8,966	9,233
Tributary Water Quality	4,617	4,801	4,944
Natural Heritage Mapping	5,495	5,550	5,715
<b>Greenspace Services</b>			
<b>Management</b>			
Maintenance and Development	8,512	8,597	8,853
<b>Water Risk Management</b>			
<b>Flood Management</b>			
Natural Hazard Mapping	1,186	1,241	1,278
Flood Warning	8,841	8,929	9,196
<b>Water Management/Restoration</b>			
Assistance Program	10,103	10,204	10,508
<b>Water Science and Monitoring</b>			
Groundwater Monitoring	5,135	5,246	5,402
River Flow Monitoring	6,273	6,426	6,617
Stromwater Performance Monitoring	1,880	1,938	1,996
<b>Watershed Studies and Strategies</b>			
Climate Change Adaptation	14,606	14,752	15,192
Research and Innovation	15,534	15,874	16,347
Watershed Subwatershed Planning	39,415	40,507	41,714
Strategic Initiatives/Growth		1,910	3,878
Asset Management		0	1,968
<b>TOTAL SPECIAL CAPITAL LEVY</b>	<b>190,959</b>	<b>196,825</b>	<b>206,570</b>
<b>TOTAL General Levy</b>	<b>159,786</b>	<b>164,933</b>	<b>170,211</b>
Governance	2,643	2,693	2,779
Communications	12,845	13,088	13,507
Facility Management	3,491	3,557	3,671
Financial Management	4,637	4,725	4,876
Human Resource Management	3,363	3,427	3,536
<b>TOTAL Special Operating Levy</b>	<b>26,979</b>	<b>27,489</b>	<b>28,369</b>
<b>TOTAL Business Case - Scanlon Creek Operating Center Renovation</b>	<b>25,451</b>	<b>0</b>	<b>0</b>
<b>TOTAL Budget (Levies, approved projects and business cases)</b>	<b>✓ 403,175</b>	<b>389,247</b>	<b>405,150</b>

✓

**Funded in 2018**

2018 CVA adjustments have not been applied



**Nottawasaga Valley**  
Conservation Authority

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October 30, 2018

Town of Innisfil  
c/o Patty Thoma, Clerk  
2101 Innisfil Beach Road  
Innisfil, Ontario  
L9S 1A1

Dear Mayor Wauchope & Council:

Enclosed, please find the 2019 Nottawasaga Valley Conservation Authority (NVCA) Draft Budget Booklet (attachment). This draft budget was received and approved for circulation and input for a 30 day review, at the October 26, 2018 NVCA Board meeting. Please forward any comments to the undersigned by February 22, 2019.

We have proactively addressed the level of service for all our stakeholders by adding two fully funded FTEs, one each in Engineering and Planning for a \$179,412 cost.

The Town of Innisfil's proposed 2019 levy contribution is \$166,229.29 an increase of \$18,206.64 over 2018. The year 3 capital asset levy will be \$9,421.49.

Please contact Haleigh Ferguson at 705-424-1479 ext. 272 or [hferguson@nvca.on.ca](mailto:hferguson@nvca.on.ca) to schedule a deputation or meeting with staff to discuss this draft budget. We believe the 2019 draft budget represents a wise investment for the long term health of our environment and our local economy.

A link to the complete 2019 Draft Budget booklet can also be found on the NVCA website home page at [www.nvca.on.ca](http://www.nvca.on.ca). NVCA Board approval will occur on March 22, 2018.

Yours truly,

A handwritten signature in black ink, appearing to read "Doug Hevenor".

Doug Hevenor  
Chief Administration Officer

Copies: Jason Reynar, CAO  
Lockie Davis, Director, Finance





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# 2019 Draft Budget Information for Member Municipalities

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October 2018

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**Nottawasaga Valley**  
Conservation Authority

If you require this document in an alternative format  
please contact NVCA at 705-424-1479 or [admin@nvca.on.ca](mailto:admin@nvca.on.ca)

## About NVCA

For 58 years, the Nottawasaga Valley Conservation Authority (NVCA) has worked with municipal, provincial and federal partners, and local stakeholders to deliver excellence in watershed planning and management. Like Ontario's other 35 conservation authorities, NVCA operates under three fundamental principles:

- Watershed jurisdiction
- Local decision making
- Funding partnerships

As your municipal partner, NVCA provides the expertise to help protect our water, our land, our future.



**Vision** - Innovative watershed management supporting a healthy environment, communities and lifestyles.



**Mission** - Working together to lead, promote, support and inspire innovative watershed management.



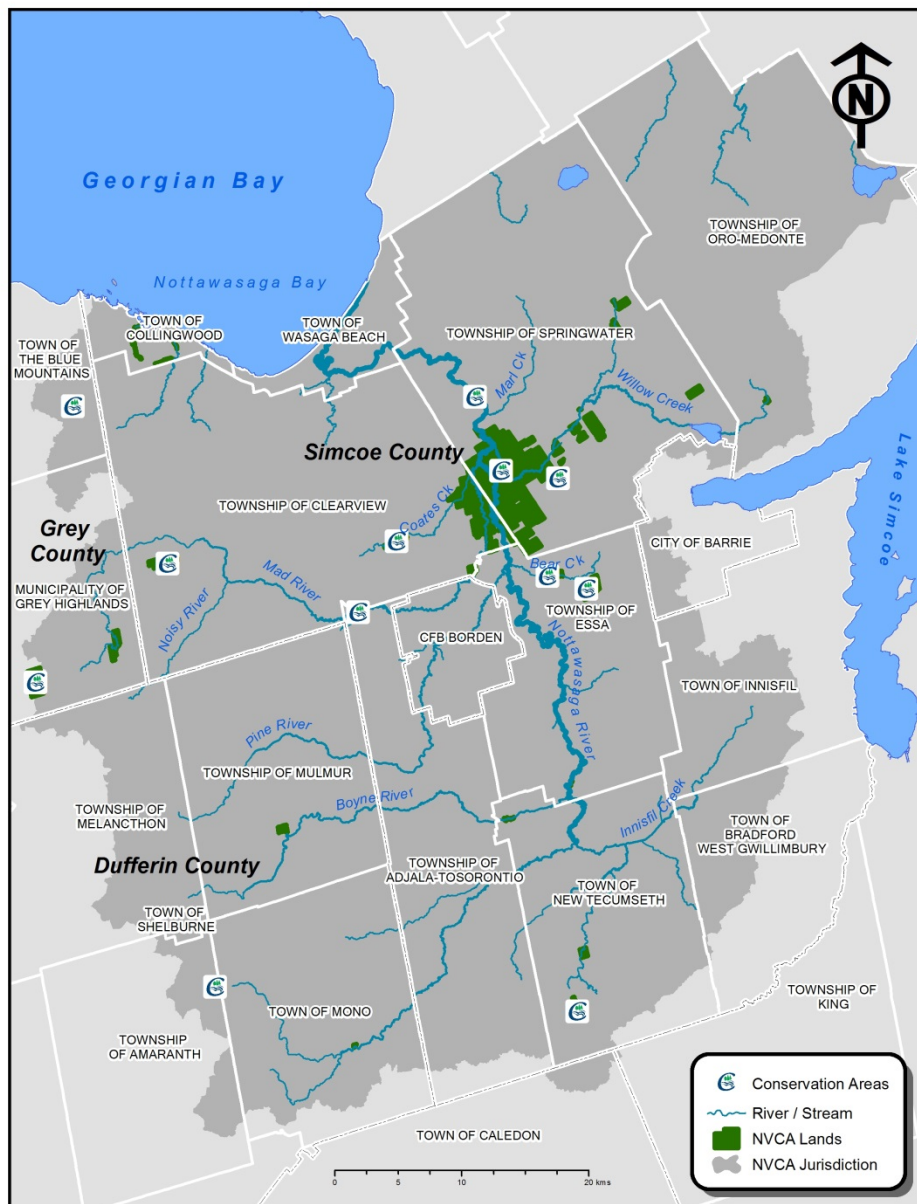
**Guiding Principles** - We are committed to carrying out our responsibilities, providing services to our customers and working with our partners in a professional, accountable, responsible and dedicated manner.

We are:

- an adaptive organization - constantly striving to improve; committed to anticipating change and thinking strategically
- a "can-do" organization - collaborative, decisive and efficient, committed to finding solutions that work for all
- a science-based organization - committed to using the best available watershed science and knowledge to inform decisions

- a professional organization - authentic and credible, respectful of all and receptive to the ideas of others
- an open organization - approachable, committed to customer service excellence, honest, open, transparent and effective
- a responsible organization - trustworthy, committed to fiscal prudence and the responsible use of resources

Our watershed encompasses a large geographic area of 3,700 sq. km, with jurisdiction in 18 municipalities. One representative from each municipality is appointed as a member of our board of directors. Our members play a key role in governing the authority. They have a responsibility to represent the interests of their municipalities, to consider the interests of the authority and the watershed as a whole, and to act as a liaison between their municipalities and NVCA.



## Member Municipalities

- Township of Adjala-Tosorontio
- Township of Amaranth
- City of Barrie
- Town of the Blue Mountains
- Bradford/West Gwillimbury
- Clearview Township
- Town of Collingwood
- Township of Essa
- Municipality of Grey Highlands
- Town of Innisfil
- Township of Melancthon
- Town of Mono
- Mulmur Township
- Town of New Tecumseth
- Township of Oro-Medonte
- Town of Shelburne
- Township of Springwater
- Town of Wasaga Beach

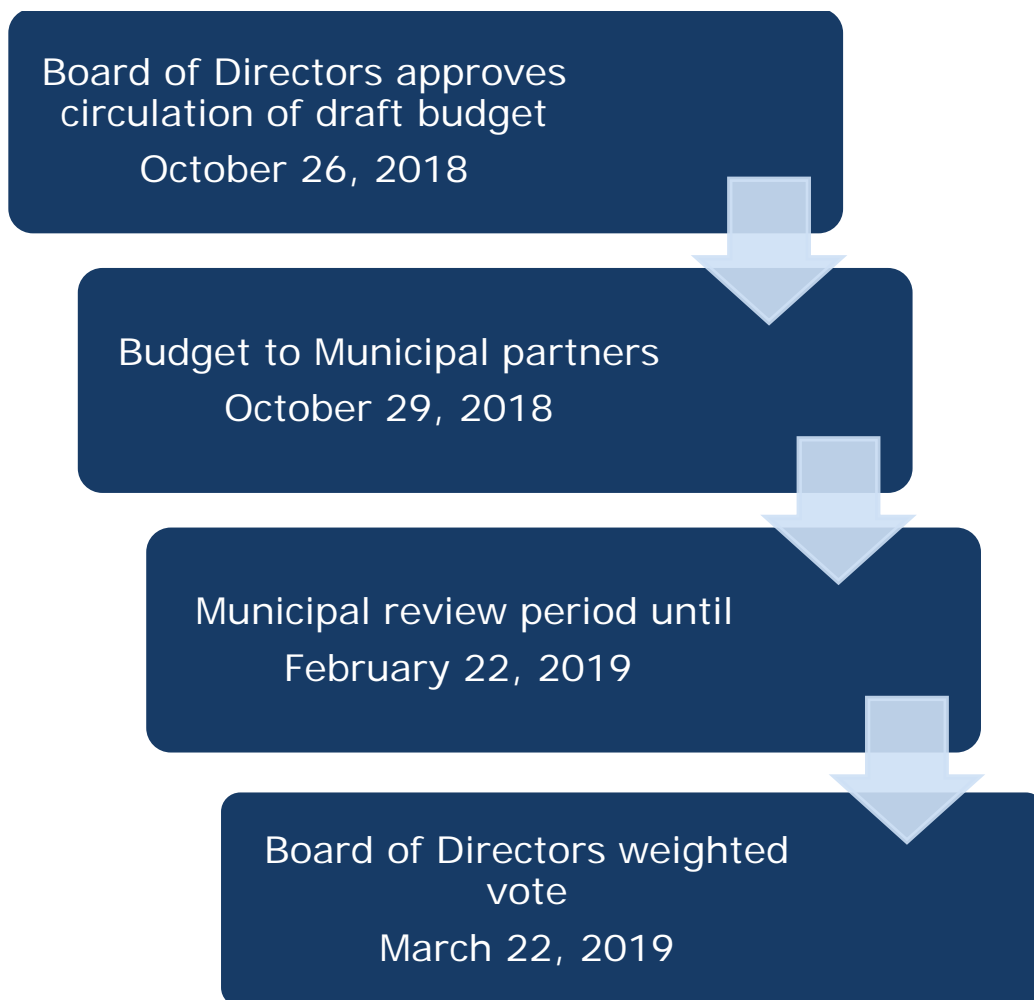


## Budget Process

In August 2018, board members approved a staff report on the budget pressures projected for 2019 and directed staff to prepare a 2019 budget for consideration based on a \$176,586 increase to general levy. The draft budget is to be reviewed at the October 26, 2018 board of directors meeting and subsequently circulated to NVCA watershed municipalities for comments. Typically the board of directors vote on the budget at the December meeting, however as 2018 is an election year, the vote will be held in March 2019.

## Budget Vote

Directors of the board will vote on the budget and levy using a weighted vote. The weighting formula is based on the Current Value Assessment (CVA) levy apportionment found on the next page.



## 2019 Draft Budget

The 2019 operation budget is organized into business units and departments and is intended to reflect all associated costs. Operating programs have been maintained at the previous years' service levels.

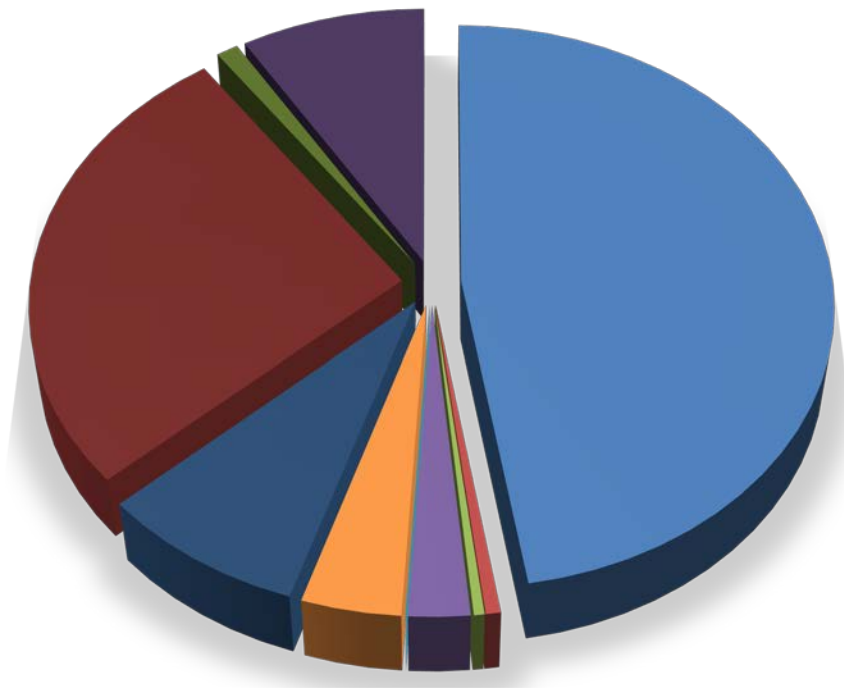
A \$176,586 increase in municipal levy, is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the CVA apportionment percentages provided by the Ministry of Natural Resources and Forestry.

### Summary of Municipal Levy Contribution

Municipality	2018 CVA Apportionment Percentage	2019 CVA Apportionment Percentage	2018 Operating Levy	2019 Operating Levy	\$ Increase
			\$2,286,443.25	\$2,463,029.16	\$176,585.95
Township of Adjala-Tosorontio	4.2689%	4.1925%	\$97,606.27	\$103,262.65	\$5,656.38
Township of Amaranth	0.2235%	0.2192%	\$5,109.08	\$5,399.33	\$290.25
City of Barrie	15.4948%	15.4117%	\$354,279.76	\$379,595.83	\$25,316.07
Town of The Blue Mountains	1.4703%	1.4179%	\$33,617.95	\$34,923.55	\$1,305.60
Bradford/West Gwillimbury	3.8174%	3.9902%	\$87,283.77	\$98,280.29	\$10,996.52
Clearview Township	5.2013%	5.0678%	\$118,924.61	\$124,821.15	\$5,896.54
Town of Collingwood	10.3451%	10.0634%	\$236,534.41	\$247,864.38	\$11,329.97
Township of Essa	6.7363%	6.9541%	\$154,021.54	\$171,281.23	\$17,259.69
Municipality of Grey Highlands	0.3705%	0.3560%	\$8,472.40	\$8,768.66	\$296.26
Town of Innisfil	6.4739%	6.7490%	\$148,022.65	\$166,229.29	\$18,206.64
Township of Melancthon	0.4846%	0.4711%	\$11,079.00	\$11,603.90	\$524.90
Town of Mono	3.8523%	3.8050%	\$88,081.18	\$93,718.30	\$5,637.15
Mulmur Township	1.7510%	1.6843%	\$40,034.53	\$41,483.71	\$1,449.18
Town of New Tecumseth	12.7683%	13.2112%	\$291,940.15	\$325,395.14	\$33,454.99
Township of Oro-Medonte	7.7282%	7.5379%	\$176,700.09	\$185,659.45	\$8,959.36
Town of Shelburne	2.0606%	2.0602%	\$47,114.22	\$50,742.31	\$3,628.09
Township of Springwater	7.2250%	7.3890%	\$165,196.58	\$181,992.86	\$16,796.28
Town of Wasaga Beach	9.7280%	9.4196%	\$222,425.05	\$232,007.12	\$9,582.07

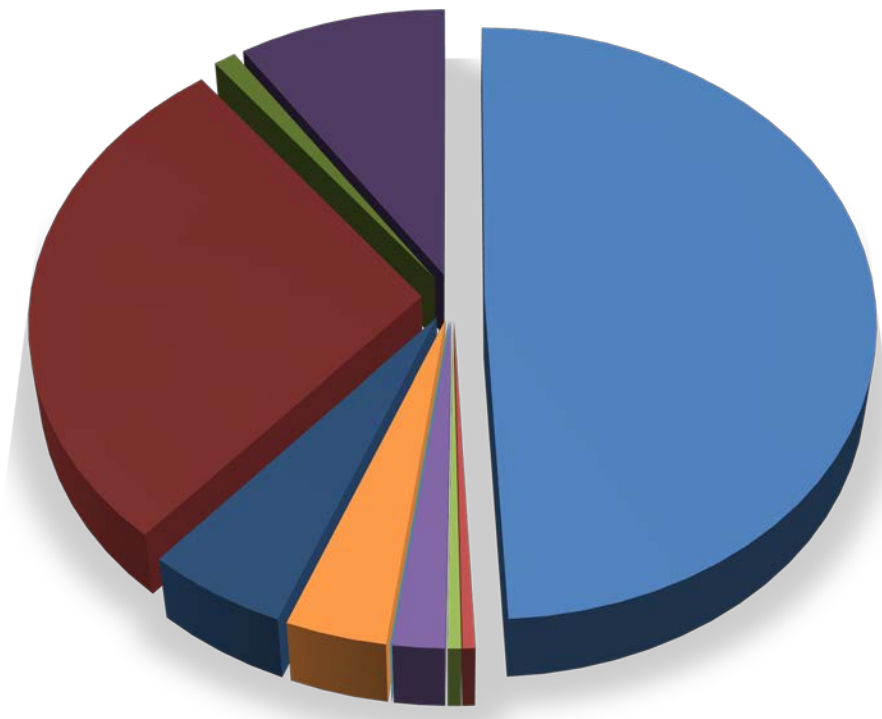
# Sources of Revenue

**2018 - \$4,744,148**



- Levy - 47%
- Special Benefit Projects - 1%
- Municipal Contributions - 0%
- Municipal Project -RMO - 2%
- Federal Funding - 0%
- Provincial Funding - 4%
- Grants written by NVCA - 8%
- Revenue Generated by Authority - 27%
- Operational Reserves - 1%
- Contributions - 9%

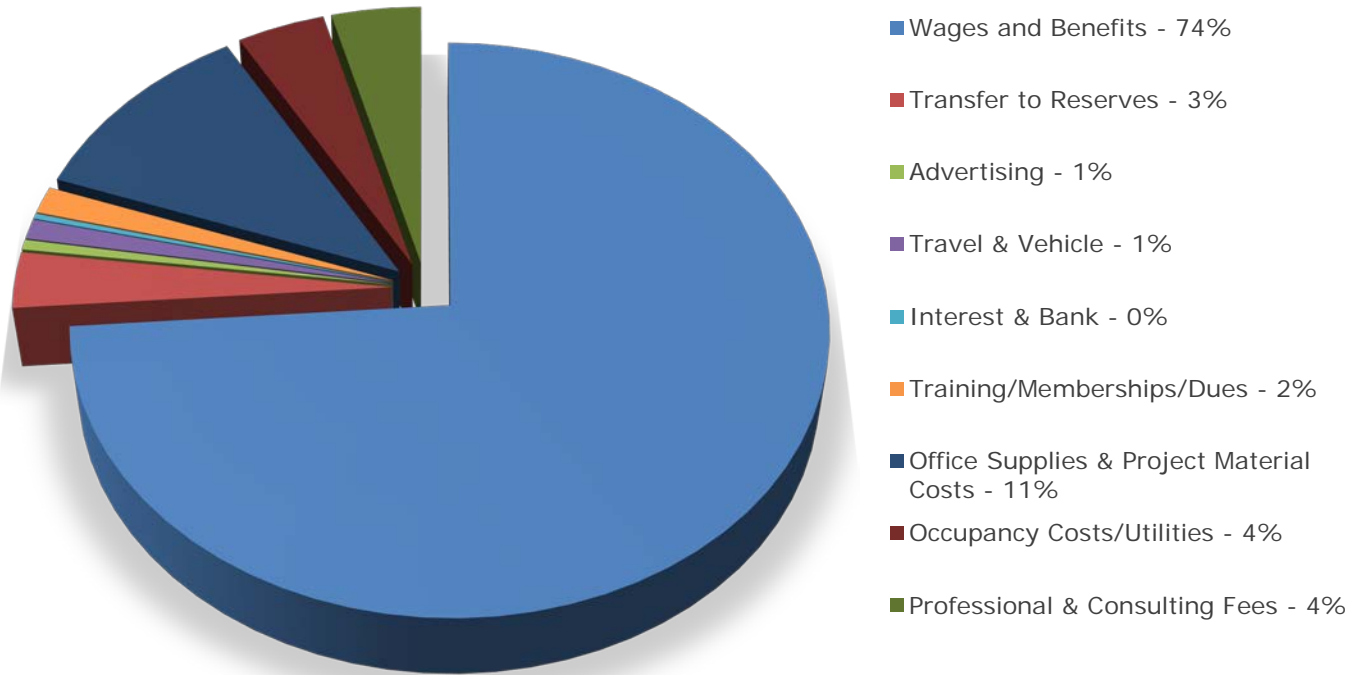
**2019 - \$4,928,748**



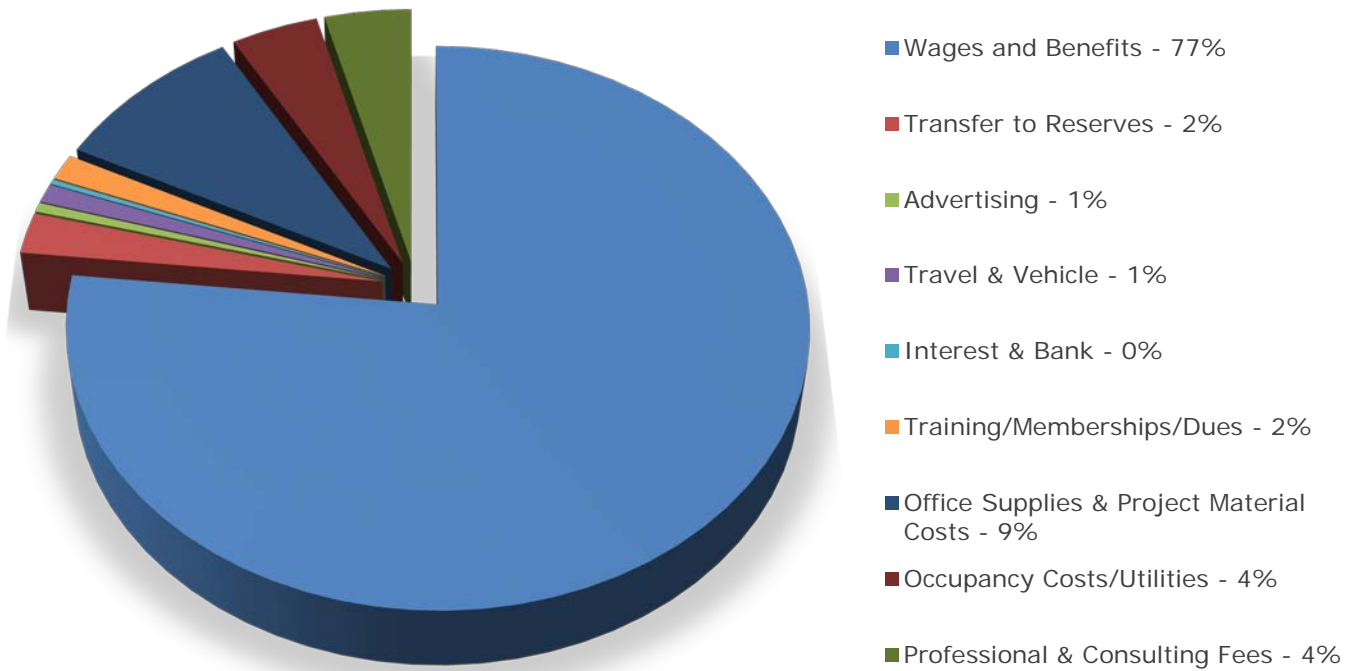
- Levy - 49%
- Special Benefit Projects - 0%
- Municipal Contributions - 1%
- Municipal Project -RMO - 2%
- Federal Funding - 0%
- Provincial Funding - 4%
- Grants written by NVCA - 5%
- Revenue Generated by Authority - 28%
- Operational Reserves - 1%
- Contributions - 9%

# Expenditures

2018 - \$4,744,148



2019 - \$4,928,748





## Asset Management

The capital asset levy, which funds the asset management plan (AMP), is shared by the municipal partners based on their apportionment percentage.

When the capital asset levy was introduced in 2017, some municipalities chose to phase in their contributions over five years while others chose to contribute their full amount starting in year one. To be fair to those that are contributing in full, the AMP will continue to be updated during the phase in period, but municipalities will only pay the fees as established in year one until the phase-in-period is complete.

Below are the contributions for 2019 based on each municipality's choice:

### Capital Asset Levy - Phased-In Municipalities

Municipality	2019 CVA Apportionment Percentage	2018 Capital Levy (2 <sup>nd</sup> of 4 year + CVA Adjustment)	2019 Capital Levy (3 <sup>rd</sup> of 4 year + CVA Adjustment)
City of Barrie	15.4117%	\$13,287.02	\$20,023.94
Town of The Blue Mountains	1.4179%	\$1,260.82	\$1,842.24
Bradford/West Gwillimbury	3.9902%	\$3,273.52	\$5,184.35
Town of Collingwood	10.0634%	\$8,871.06	\$13,075.02
Township of Essa	6.9541%	\$5,776.47	\$9,035.20
Town of Mono	3.8050%	\$3,303.42	\$4,943.71
Town of New Tecumseth	13.2112%	\$10,949.02	\$17,164.82
Township of Oro-Medonte	7.5379%	\$6,627.02	\$9,793.67
Township of Springwater	7.3890%	\$6,195.58	\$9,600.25

### Capital Asset Levy - Full Contributing Municipalities

Municipality	2019 CVA Apportionment Percentage	2018 Capital Levy	2019 Capital Levy with CVA Adjustment
Township of Adjala-Tosorontio	4.1925%	\$5,546.45	\$5,447.18
Township of Amaranth	0.2192%	\$290.32	\$284.82
Clearview Township	5.0678%	\$6,757.86	\$6,584.4
Municipality of Grey Highlands	0.3560%	\$481.44	\$462.55
Town of Innisfil	6.7490%	\$9,037.52	\$9,421.49
Township of Melancthon	0.4711%	\$629.56	\$612.11
Mulmur Township	1.6843%	\$2,274.95	\$2,188.29
Town of Shelburne	2.0602%	\$2,677.25	\$2,676.69
Town of Wasaga Beach	9.4196%	\$12,639.24	\$12,238.54

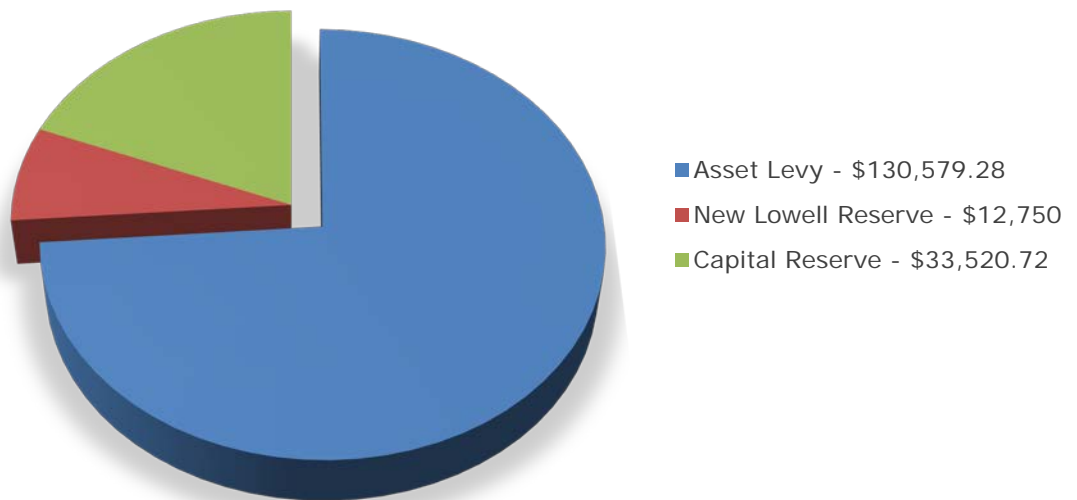
These amounts will be put into reserves to pay for the repair maintenance and replacement of the assets as identified in the AMP.

2019 expenditures as per the AMP:

1. Projects at New Lowell Campground from New Lowell reserve fund
2. Parts replacement on monitoring equipment to extend life
3. Computers and server upgrade
4. Dam safety review for another of NVCA's dam's
5. A well decommission along with replacement of level loggers
6. Replacement of a car, ATV, brush mower, and trailer

## Funding for Asset Management Plan

2019 Total Cost - \$176,850



\*\*In years where the capital asset levy is more than the required in expenditures, excess funds will replenish the capital reserve use occurring due to the ten year averaging. Capital reserve use is forecast to balance out over the ten year period.

**Nottawasaga Valley Conservation Authority  
Proposed 2019 Budget**

**Consolidated**

	BUDGET 2018	BUDGET 2019	\$ CHANGE
<b>REVENUE:</b>			
Municipal Levy Non Match	2,097,953.25	2,274,539.17	176,585.92
Matching Municipal Levy (Flood)	188,490.00	188,490.00	-
Special Benefit Projects	20,500.00	23,500.00	3,000.00
Oro-Medonte MOU	(34,311.39)	(36,953.37)	(2,641.98)
Municipal Contributions	28,000.00	25,000.00	(3,000.00)
Municipal Project - RMO	115,844.95	95,845.00	(19,999.95)
Total Municipal Revenue	<u>2,416,476.81</u>	<u>2,570,420.80</u>	<u>153,943.99</u>
MNR Transfer Payment-Flood	188,490.00	188,490.00	-
Other Provincial Sources	144,000.00	220,548.38	76,548.38
Federal Sources	253,000.00	44,000.00	(209,000.00)
Total Government Grants	<u>585,490.00</u>	<u>453,038.38</u>	<u>(132,451.62)</u>
Contributions	415,080.00	462,640.00	47,560.00
User Fees			
Reforestation	52,500.00	54,000.00	1,500.00
Healthy Waters	4,000.00	5,000.00	1,000.00
Conservation Lands	21,000.00	21,000.00	-
Planning	820,500.00	883,630.00	63,130.00
Environmental Monitoring	13,000.00	13,000.00	-
Environmental Education	230,500.00	279,500.00	49,000.00
Tiffin Operations	93,500.00	93,500.00	-
Conservation Land Leases	29,590.00	30,315.00	725.00
Investment Income	13,000.00	13,000.00	-
Total Contributions and User Fees	<u>1,692,670.00</u>	<u>1,855,585.00</u>	<u>162,915.00</u>
Operational Reserves	49,511.39	45,903.37	(3,608.02)
TOTAL REVENUE	<u>4,744,148.20</u>	<u>4,924,947.55</u>	<u>180,799.35</u>
<b>EXPENSES:</b>			
Wages and Interprogram Charges	3,502,813.20	3,780,082.55	277,269.35
	<u>3,502,813.20</u>	<u>3,780,082.55</u>	<u>277,269.35</u>
Other Expenses			
Staff Cost	11,450.00	11,450.00	-
Memberships/Professional Dues	43,500.00	45,100.00	1,600.00
Educations and Training	29,000.00	29,000.00	-
Materials & Supplies - General	327,200.00	274,155.00	(53,045.00)
Materials & Supplies - Cost of Trees	142,100.00	125,000.00	(17,100.00)
Vehicles & Large Equipment Costs	42,450.00	42,450.00	-
Office Expenses	26,750.00	26,750.00	-
Equipment Costs	9,000.00	9,000.00	-
Transportation Costs	11,000.00	11,000.00	-
Legal	37,000.00	37,000.00	-
Consultants	144,500.00	149,500.00	5,000.00
Insurance	77,900.00	77,900.00	-
Taxes	23,865.00	24,140.00	275.00

**Nottawasaga Valley Conservation Authority  
Proposed 2019 Budget**

<b>Consolidated</b>	<b>BUDGET 2018</b>	<b>BUDGET 2019</b>	<b>\$ CHANGE</b>
Heat and Hydro	33,000.00	33,000.00	-
Telephones and Internet Access	23,000.00	23,000.00	-
Audit Fees	17,500.00	17,500.00	-
Interest and Bank Charges	14,200.00	14,200.00	-
Maintenance Expense	31,700.00	31,700.00	-
Uniform Expense	5,000.00	6,000.00	1,000.00
Leases	14,000.00	14,000.00	-
Advertisement and Communications	26,720.00	26,520.00	(200.00)
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	150,000.00	116,000.00	(34,000.00)
	<u>1,241,335.00</u>	<u>1,144,865.00</u>	<u>(96,470.00)</u>
TOTAL EXPENSES	<u>4,744,148.20</u>	<u>4,924,947.55</u>	<u>180,799.35</u>
SURPLUS (DEFICIT)	<u>-</u>	<u>-</u>	<u>-</u>

# Policing Services

## Service Business Plan

**Team Leader:** Andrew Fletcher, Chief of Police

**Teams Involved:** Bradford West Gwillimbury/Innisfil Police Services Board

**What Is the Value of This Service Bundle?** To provide professional policing services.

South Simcoe Police Service provides joint policing services to the Town of Innisfil and the Town of Bradford West Gwillimbury. There is a signed agreement regarding the delivery of this service to the two municipalities. The basis for determining the % share of the annual operating budget through a set formula is prescribed in the agreement. Respective shares for each municipality are reviewing annually based on the most current information available.

In 2014 the agreement was amended to also include a 50/50 cost sharing of all capital items. Prior to this amendment the Police service relied heavily on lease agreements to meet their capital needs.



**SOUTH SIMCOE  
POLICE SERVICE**

PROTECT WITH COURAGE, SERVE WITH COMPASSION

## Operating Overview

### Displayed by Revenues & Expenditures (Innisfil's Portion)

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Policing</b>								
Revenue								
Other	(101,768)	(101,613)	155	(0.15%)	(101,613)	-	0.00%	(1)
Transfer from Reserve & Reserve Funds	(175,000)	(81,350)	93,650	(53.51%)	(36,600)	44,750	(55.01%)	(2)
<b>Total Revenue</b>	(276,768)	(182,963)	93,805	(33.89%)	(138,213)	44,750	(24.46%)	
Expenditures								
Capital	415,037	331,350	(83,687)	(20.16%)	286,600	(44,750)	(13.51%)	(3)
Operating	9,566,875	9,997,796	430,921	4.50%	10,497,686	499,890	5.00%	(4)
<b>Total Expenditures</b>	9,981,912	10,329,146	347,234	3.48%	10,784,286	455,140	4.41%	
<b>Total Police</b>	\$ 9,705,144	\$ 10,146,183	\$ 441,039	4.54%	\$ 10,646,073	\$ 499,890	4.93%	

#### Note: Explanation of Change

- (1) Revenue represents grant funds received directly by the Town through the Court Security and Prisoner Transportation Program.
- (2) An amount is transferred from the Police reserve to partially offset the budget capital expenditures.
- (3) The approved budget received from Police for 2019 and 2020 is \$640,200 and \$573,200 respectfully. The Town of Innisfil and Town of Bradford-West Gwillimbury share these costs 50/50.
- (4) The approved budget received from Police for 2019 is \$19,007,217. Town staff has estimated an increase of 5% for 2020. Innisfil's share for 2019 is 52.60% and this same ratio has been used as the estimate for Innisfil's 2020 share. This is a decrease from Innisfil's share in 2018 of 52.68%.

# Stormwater Management

## Service Business Plan

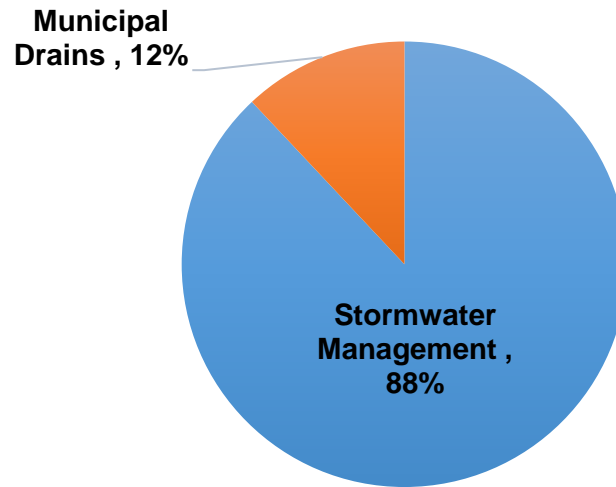
**Team Leader:** Jason Inwood, Manager of Operations

**Departments Involved:** Operations and Engineering

**What Is the Value of This Service Bundle?** We help to minimize the impact of flooding and polluted runoff flowing into our rivers, streams and lake, and reduce the strain that storm water places on our municipal infrastructure. Innisfil is fortunate to have the beauty of Lake Simcoe as our easterly border and providing stormwater management services ensures we protect our lake.

What Services Do We Provide?	
Stormwater Management	Storm Water Management Facilities (SWMF) are designed to protect downstream infrastructure from flooding by temporarily storing runoff. They also improve water quality by trapping pollutant laden sediment in runoff from urban drainage areas. Centralized collection of polluted sediments in these facilities help to prevent their release into rivers, streams and lakes where they can degrade water quality, harm aquatic life and adversely impact downstream recreational areas.
Municipal Drains	<p>Municipal Drains are drainage systems adopted by By-law under the provisions of <i>the Drainage Act</i> and have been a fixture of rural Ontario's infrastructure since the 1800's. Most municipal drains were constructed to improve the drainage of agriculture land by serving as the discharge point for private agricultural tile drainage systems. However, they also remove excess water collection by roadside ditches, residential lots, churches, schools, industrial lands, commercial lands and any other properties in rural areas. They are a vital component of the local infrastructure and without them, many areas of the province and our community would be subject to regular flooding, reduced protection of our agricultural land and increased public health risk.</p> <p>The Town provides information to the public about <i>the Drainage Act</i>, the procedures involved and follows up with the necessary maintenance programs on behalf of all the owners on the drain.</p>

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Annual Storm Water Management Facilities Inspections	Visual inspection of facilities are performed including examining the state of: access routes, trails, fencing, aesthetics, inlet/outlet structures, pond cells, embankments, vegetation, swales, spillways and signage. We also determine whether maintenance is required.	Annual	Operating		3.4.1 3.4.2
Storm Water Management Facilities Maintenance	Maintenance tasks are performed, including stabilization of banks, repair of inlet/outlet structures, vegetation maintenance, wildlife management, landscaping and periodic removal of accumulated sediment.	Annual	Operating		3.4.1 3.4.2



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Annual Municipal Drain Inspections	We perform visual inspection and recording of municipal drains including the state of: cross-sections, crossings, dams, debris, fallen trees, bank erosion and tile outlets. We also determine if maintenance is required.	Annual	Operating	N/A	3.4.1 3.4.2
Municipal Drain Maintenance and Repair (drain by drain basis) as per provisions under <i>the Drainage Act</i> .	Maintenance tasks may include vegetation maintenance, wildlife management, debris/obstruction removal, bank stabilization and periodic removal of accumulated sediment.	Drain by Drain Basis - within the timing windows set out by Authorizing Agencies.	Operating	N/A	3.4.1 3.4.2
Stormwater Pond Cleanout/Retrofit Program	To reduce phosphorus loadings into Lake Simcoe as per the approved Comprehensive Stormwater Management Master Plan Implementation Plan. Completion of construction of the programmed works.	Q4 2019 Q4 2020	Capital	RDS172	3.4.1 3.4.2
Various Roads – Drainage Improvement Program	Mitigation of annual flooding in order to meet minimum maintenance standards and reduce operational resources required during these events. Completion of construction of the programmed works.	Q4 2019 Q4 2020	Capital	RDS266	2.1.3 3.4.1 3.4.2

## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Renewal	2,657,243	9,945,852	12,603,095
<b>Total Stormwater Management by Classification</b>	<b>\$ 2,657,243</b>	<b>\$ 9,945,852</b>	<b>\$ 12,603,095</b>

For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Stormwater Management includes road type projects to retro fit storm ponds and complete stormwater pipe inspections.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Parks	-	673,100	673,100
Roads	2,657,243	9,272,752	11,929,995
<b>Total Stormwater Management by Project Type</b>	<b>\$ 2,657,243</b>	<b>\$ 9,945,852</b>	<b>\$ 12,603,095</b>

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Stormwater Management</b>					
Revenue					
Registration & Facility Fees	(25,189)	(24,906)	283	(1.12%)	
Permits & Other Development Fees	(221)	(218)	3	(1.36%)	
User Fees, Licences and Fines	(7,593)	(7,527)	66	(0.87%)	
External Recoveries	(446,397)	(455,726)	(9,329)	2.09%	
Other	(28,694)	(28,668)	26	(0.09%)	
Transfer from Reserve & Reserve Funds	(108,176)	(103,747)	4,429	(4.09%)	
<b>Total Revenue</b>	(616,270)	(620,792)	(4,522)	0.73%	
Expenditures					
Wages & Benefits	453,063	464,472	11,409	2.52%	<b>(1)</b>
Materials & Supplies	496,767	497,404	637	0.13%	
Utilities	80,472	80,757	285	0.35%	
Contracted Services	12,510	12,329	(181)	(1.45%)	
Rents & Financial	331	327	(4)	(1.21%)	
Long term debt - Principal & Interest	539,214	534,785	(4,429)	(0.82%)	
Internal Recoveries/Transfers	(43,035)	(39,211)	3,824	(8.89%)	
<b>Total Expenditures</b>	1,539,322	1,550,863	11,541	0.75%	
<b>Total Stormwater Management</b>	\$ 923,052	\$ 930,071	\$ 7,019	0.76%	

#### Note: Explanation of Change

(1) Increase in 2020 reflects salary progression, employment agreements, economic adjustments, and changes in benefit costs.

### Displayed by Service

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Stormwater Management</b>				
Stormwater Management	832,783	839,571	6,788	0.82%
Municipal Drains	90,269*	90,500	231	0.26%
<b>Total Stormwater Management</b>	<b>\$ 923,052</b>	<b>\$ 930,071</b>	<b>\$ 7,019</b>	<b>0.76%</b>

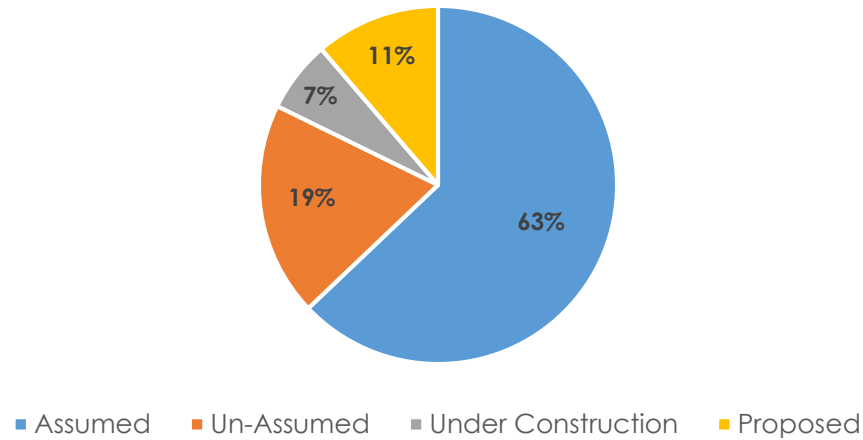
\*Represents the towns proportionate share of municipal drain maintenance.

### How We're Performing

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#### How much Did We Do?

Town of Innisfil  
Stormwater Management Facilities Status

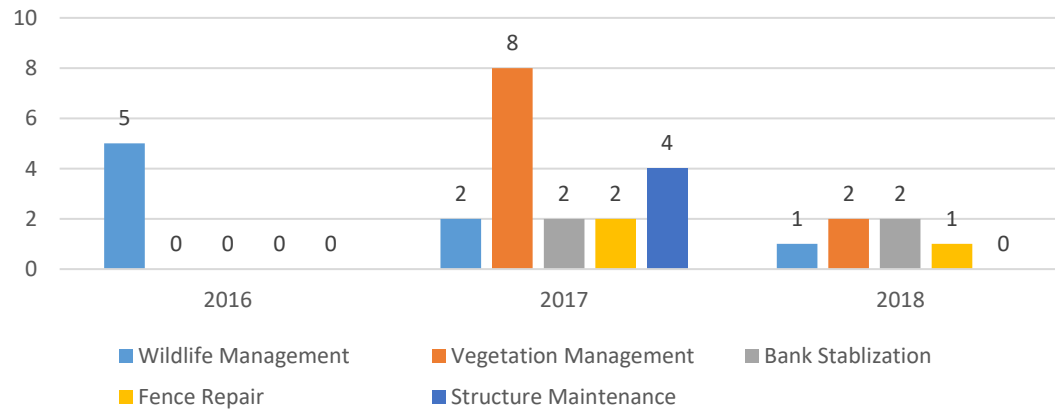


Performance Measure	2016	2017	2018	Projected 2019	Projected 2020
Stormwater Management Facilities Inspection	34 Assumed Facilities 17 Un-Assumed Facilities	23 Assumed Facilities 0 Un-Assumed Facilities	39 Assumed Facilities 12 Un-Assumed Facilities	45 Assumed Facilities 6 Un-Assumed Facilities	50 Assumed Facilities 8 Un-Assumed Facilities
Municipal Drain Inspection	25 Municipal Drains were inspected with a total length of 76 km	24 Municipal Drains were inspected with a total length of 75 km	24 Municipal Drains were inspected with a total length of 75 km	24 Municipal Drains to be inspected with a total length of 75 km	24 Municipal Drains to be inspected with a total length of 75 km
Storm ponds cleaned out/retrofitted	N/A – design 2016	Trillium Pond	Brandy Lane Pond and Village North Dempster Pond	Southview Pond	Monerepos Pond
Roads where drainage has been improved	N/A – new program in 2017	N/A – study 2017	N/A – design 2018	Simcoe Boulevard	Park Road, Buchanan Street

## How Well Did We Do It?

Performance Measure	Storm Water Management Facilities Maintenance
Story behind the data	<p>Storm Water Management Facilities (SWMF) require routine maintenance to ensure our facilities function as designed. Maintenance activities include vegetation management, wildlife management, and cleanout of inlet and outlet structures.</p> <p>The importance of completing these activities ensures appropriate storage capacity for sediment accumulation, compliance with legislation, functionality as designed, and continued access for maintenance. Should these activities not be completed and a SWMF is compromised, these facilities no longer serve their intended function, potentially resulting in more frequent flooding or inadequate treatment of storm water runoff.</p>

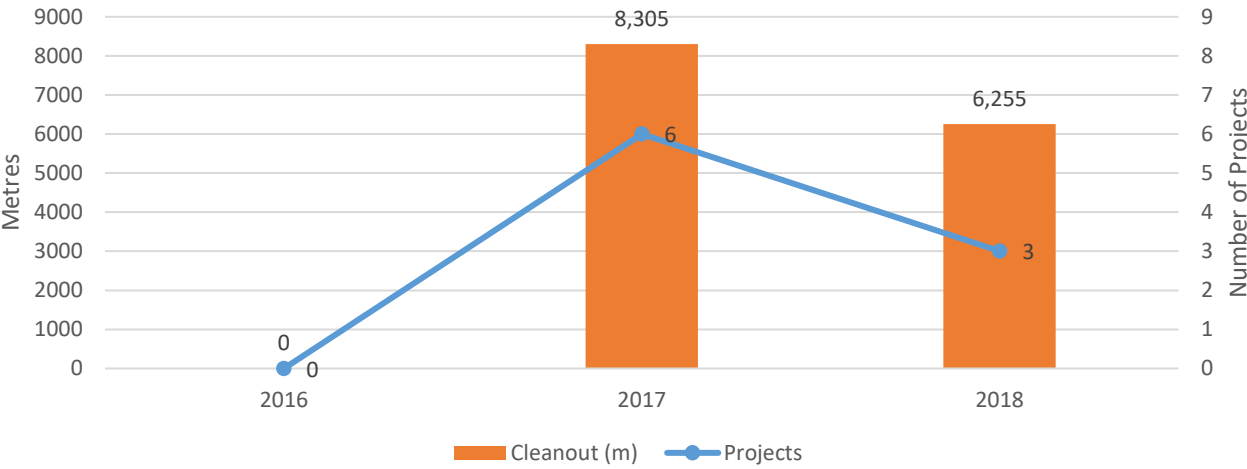
Storm Water Management Facility Maintenance



Performance Measure	Municipal Drain Maintenance and Repair
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Story behind the data	<p>We currently have 24 municipal drains under the Town's jurisdiction and the total length of our municipal drain network is approximately 75 km. It is our responsibility to maintain each municipal drain in accordance with Section 74 of <i>the Drainage Act</i>.</p> <p>Under the <i>Act</i> there are three ways to initiate the maintenance of a municipal drain:</p> <ol style="list-style-type: none"> <li>1. Council's decision, at the recommendation of the Town's Drainage Superintendent.</li> <li>2. At the request of one or more of the property owners assessed for the drain.</li> <li>3. By a property owner who is being injured serving notice under Section 79 of <i>the Drainage Act</i>.</li> </ol> <p>In the coming years, the Town plans to continue with the forecasted work plan as set out in the 2016 Municipal Drain Report as well as rely on the annual inspections and request by property owners for additional pro-active maintenance works.</p>
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**Municipal Drain Maintenance and Repair**



**Is Anyone Better Off?**

Performance Measure	Storm Water Management Facilities Maintenance
Story behind the data	We have a number of Storm Water Management Facilities strategically located throughout our town and we must provide proactive maintenance to ensure that they are performing as required. By doing this, we protect our downstream communities, municipal infrastructure, our natural environment and Lake Simcoe.
Where we want to go	<p>Our Comprehensive Storm Water Management Master Plan, which is updated every 5 years to remain in compliance with the Lake Simcoe Protection Plan, provides guidelines for the level of service required for both maintenance and capital improvements of the facilities. The capital budget outlines the intended cleanout program of two ponds per year to ensure these vital pieces of infrastructure continue to meet their water quality and water quantity design objectives benefiting the local communities and beyond for years to come.</p> <p>For detailed information related to the Town's Stormwater Management Master Plans, please visit: <a href="https://innisfil.ca/mygovernment/planningforourfuture/masterplans/stormwatermasterplan">https://innisfil.ca/mygovernment/planningforourfuture/masterplans/stormwatermasterplan</a></p>



# Financial Management

## Service Business Plan

**Team Leader:** Lockie Davis, Treasurer/Chief Financial Officer

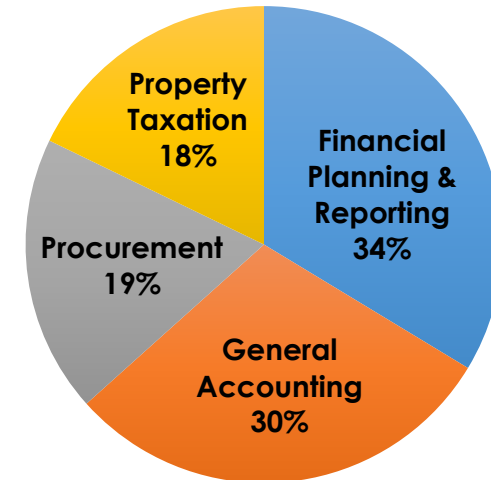
**Departments Involved:** Financial Services

**What Is the Value of This Service Bundle?** An internal support service providing financial stewardship, transparency and accountability to the organization and taxpayer: in the procurement of goods and services; business case analysis and modeling for new initiatives and; financial planning and reporting.

### What Services Do We Provide?

Financial Planning & Reporting	We are responsible for all statutory financial reporting in compliance with legislative requirements. We provide internal financial and budget management support, in addition to budget preparation, variance analysis and business case development.
General Accounting	We deliver day-to-day operational transactional needs to the Town related to accounts payable, accounts receivable, payroll, cash handling, bank deposits and account reconciliations, inquiries and issue resolution.
Procurement	This service makes sure we facilitates open, fair and transparent procurement of goods, services and construction in compliance with the Town's Purchasing By-Law and legislated Trade Treaties (CETA/CFTA).
Property Taxation	We manage all aspects of property taxation for the Town and associated agencies including billing, collections, customer inquiries, initiating tax sale, preparing and recording tax write-offs and adjustments, adding other eligible uncollected items to the tax roll.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Financial Literacy Program	Corporate management of operating budget is achieved within established threshold of 3% of annual tax levy amount (plus or minus).	Ongoing – annual reporting	Operating	N/A	5.1.3
Budget Software Improvements	Gaps and issues in current budget software have been identified and process improvements implemented for use in the 2021/2022 budget cycle.	Q1 2020	Capital	ADM28 & IT73	5.1.2 & 5.5.2
Improve Financial Communication	Reports that paint the financial picture of the Town in an easy to understand and informative format.	Ongoing Quarterly and Annual Reporting	Operating	N/A	5.1.3
Build a strong and resilient cross-functional team	We have developed a nimble team able to overcome absences and reprioritize workload to meet demand pressures without any significant service level impacts.	Ongoing	Operating	N/A	4.3.1

# Capital Overview

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## Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including roads, sidewalks, bridges and culverts, Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Growth	-	230,000	230,000
<b>Total Financial Management by Classification</b>	-	\$ 230,000	\$ 230,000

For additional details see Appendix A.

## Displayed by Project Type

Capital projects for Financial Management includes administration projects for development charges background study.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Administration	-	230,000	230,000
<b>Total Financial Management by Project Type</b>	-	\$ 230,000	\$ 230,000

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Financial Management</b>					
Revenue					
User Fees, Licences and Fines	(209,409)	(227,056)	(17,647)	8.43%	<b>(1)</b>
External Recoveries	(119,653)	(119,606)	47	(0.04%)	
<b>Total Revenue</b>	<b>(329,062)</b>	<b>(346,662)</b>	<b>(17,600)</b>	<b>5.35%</b>	
Expenditures					
Wages & Benefits	1,627,644	1,674,630	46,986	2.89%	<b>(2)</b>
Materials & Supplies	174,548	176,847	2,299	1.32%	
Utilities	27,052	27,050	(2)	(0.01%)	
Contracted Services	23,733	23,395	(338)	(1.42%)	
Rents & Financial	6,278	6,275	(3)	(0.05%)	<b>(3)</b>
Internal Recoveries/Transfers	(112,981)	(124,981)	(12,000)	10.62%	
<b>Total Expenditures</b>	<b>1,746,274</b>	<b>1,783,216</b>	<b>36,942</b>	<b>2.12%</b>	
<b>Total Financial Management</b>	<b>\$ 1,417,212</b>	<b>\$ 1,436,554</b>	<b>\$ 19,342</b>	<b>1.36%</b>	

#### Note: Explanation of Change

- (1)** Reflects an increase in existing administration fees recovery and a variety of new fees added to the 2019/2020 user fees and charges by-law.
- (2)** Increase in 2020 reflects salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** Increase in capital recoveries for procurement activities.

## Displayed by Service

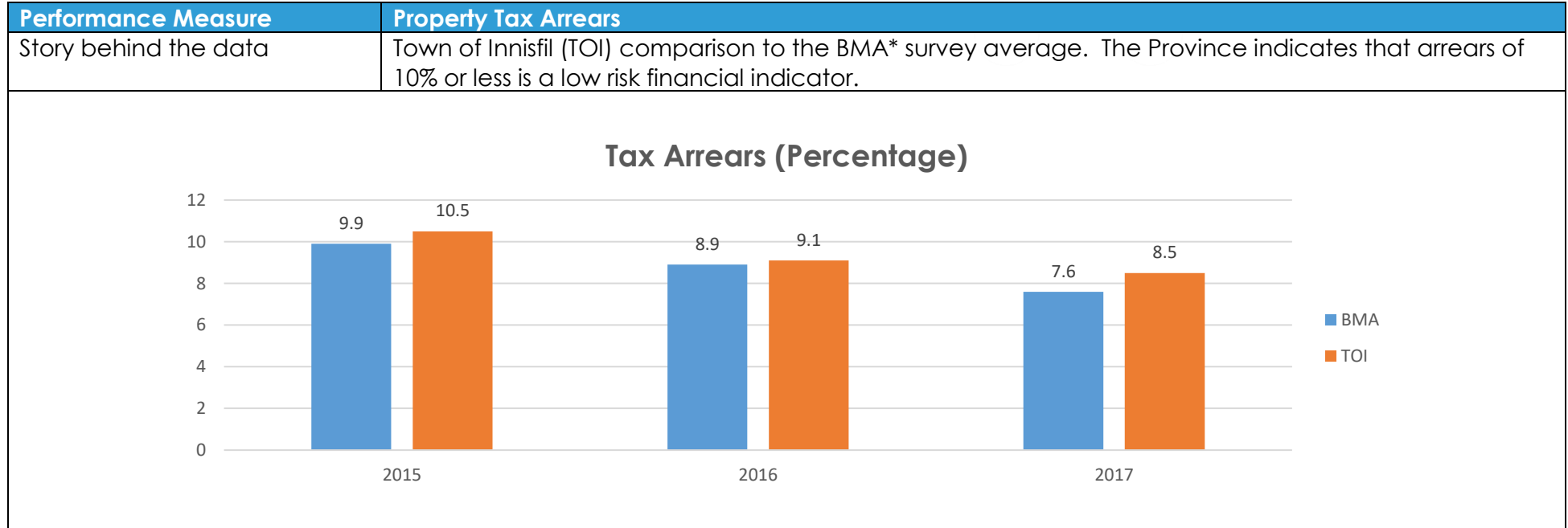
	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Financial Management</b>				
Financial Planning & Reporting	556,176	576,616	20,440	3.68%
General Accounting	382,162	391,932	9,770	2.56%
Procurement	269,738	263,398	(6,340)	(2.35%)
Property Taxation	209,136	204,608	(4,528)	(2.17%)
<b>Total Financial Management</b>	<b>\$ 1,417,212</b>	<b>\$ 1,436,554</b>	<b>\$ 19,342</b>	<b>1.36%</b>

## How We're Performing

### How Much Did We Do?

Performance Measure	2015	2016	2017	2018	2019	2020
Property Tax Arrears as a % of current year taxes billed	10.5%	9.1%	8.5%	8.2%	8.0%	7.8%
How many total competitive procurement processes were conducted and how many of those were Complex Procurements (Construction/Multiphase/Formal RFP)	134 Competitive Bid Solicitations (36 Complex Procurements) & 14 Sale of Town Assets (Asset Disposal)	125 Competitive Bid Solicitations (47 Complex Procurements) & 19 Sale of Town Assets (Asset Disposal)	116 Competitive Bid Solicitations (63 Complex Procurements) & 6 Sale of Town Assets (Asset Disposal)	120 Competitive Bid Solicitations (67 Complex Procurements) & 17 Sale of Town Assets (Asset Disposal)	125 Competitive Bid Solicitations (70 Complex Procurements) & 12 Sale of Town Assets (Asset Disposal)	129 Competitive Bid Solicitations (75 Complex Procurements) & 15 Sale of Town Assets (Asset Disposal)
Number of accounts payable payments	5189	4681	4708	5116	5200	5300

### How Well Did We Do It?

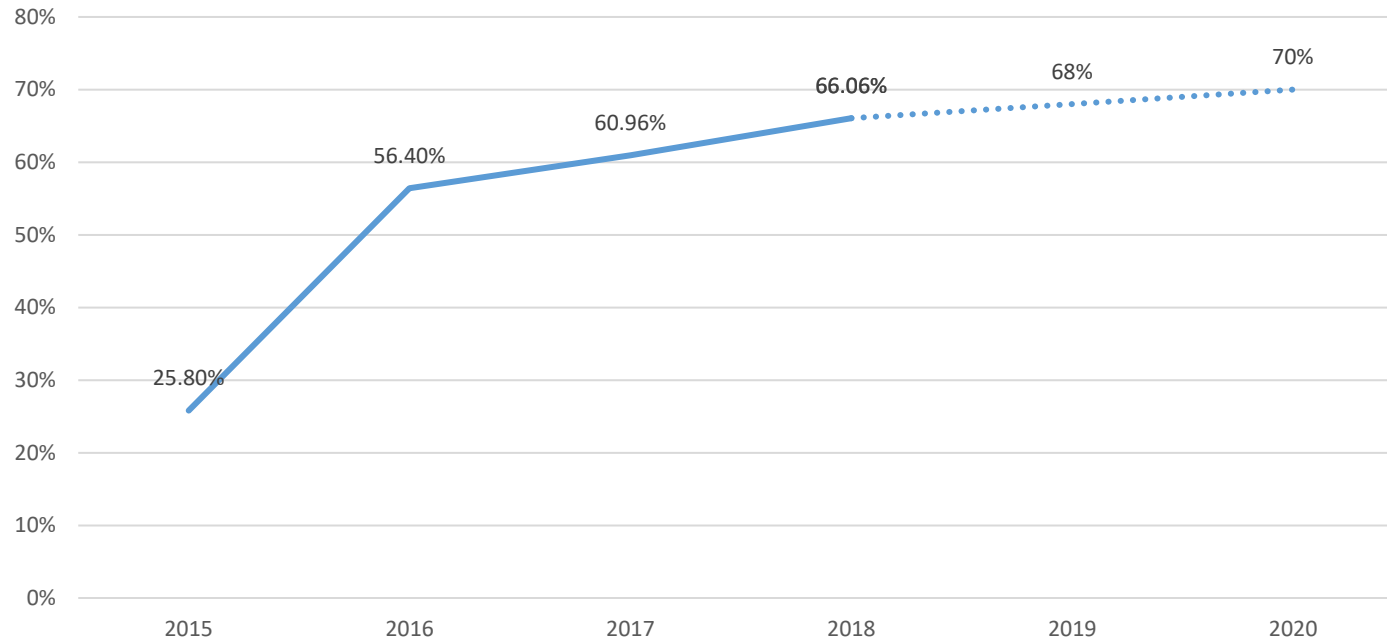


\*BMA Consulting Inc. provides annual comparisons between approximately 100 Ontario municipalities on various financial and economic measures. This annual report is used as an indicator of how Innisfil is performing in comparison to other local governments.

Performance Measure	Average number of calendar days to complete a competitive bid cycle						
Story behind the data	2015	2016	2017	2018	2019	2020	
	Informal Request for Quotation	43	40	37	34	34	34
	Informal Request for Proposal	64	63	60	57	54	52
	Formal Request for Quotation	67	66	65	61	60	59
	Request for Tender	72	70	69	65	64	63
	Formal Request for Proposal	92	90	87	83	78	76
	Request for Prequalification	92	90	87	83	78	76
	Limited Tendering (Single/Sole/Emergency)	19	19	19	18	18	18

Performance Measure	Electronic Accounts Payable Payments
Story behind the data	The Town continues to promote electronic payments as a more cost-effective, secure and efficient method of payment.

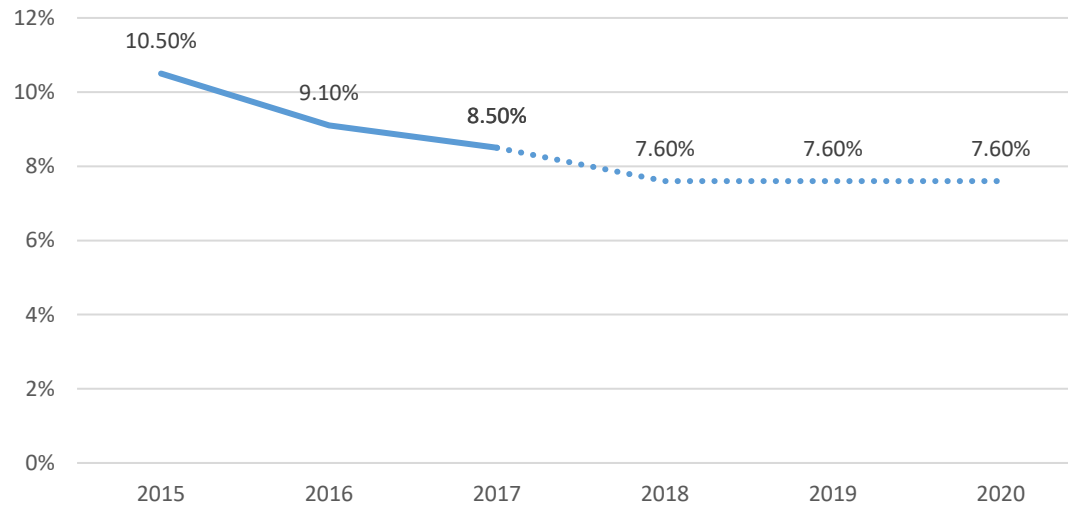
### Electronic Accounts Payable Payments



#### Is Anyone Better Off?

Performance Measure	Property Tax Arrears
Where we want to go	We want to reduce arrears to a rate that is equal or less than the BMA survey average. Encourage more residents to enrol in pre-authorized payment plans and electronic billing programs.

### Property Tax Arrears Target



Performance Measure	Competitive Bids Conducted
Story behind the data	Volume of bids conducted to support open, fair, and transparent processes in a responsible fiscal manner with the use of Town funds for the acquisitions.
Where we want to go	With the forecasted growth in the Town, the number of competitive bids is also anticipated to grow. In order to support this growth, our service area has already incorporated improved procurement efficiencies such as electronic tendering and electronic reverse auctions and we will continue pursuing efficiencies and modernization in procurement processes and implement them where possible. In addition, we want to ensure that the pressure of growth can be accommodated. Staff will internally track the processes that have been reviewed and improved in 2019 & 2020.



# Corporate Legal Advice & Support

## Service Business Plan

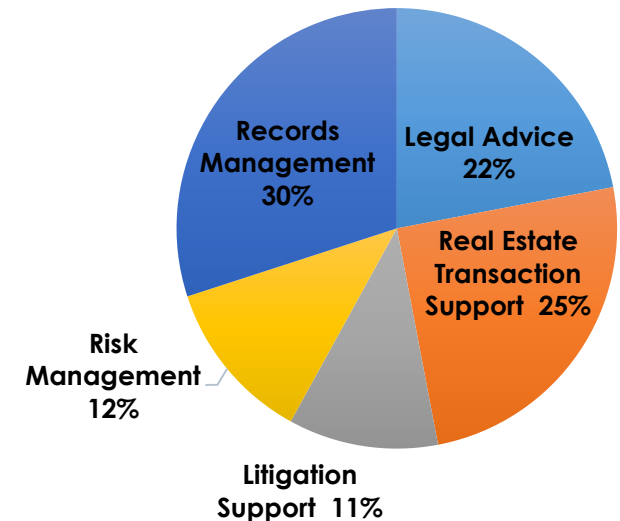
**Team Leader:** Lee Parkin, Manager of Legal and Clerk Services

**Departments Involved:** Legal and Clerks

**What Is the Value of This Service Bundle?** We provide value-added strategic legal advice in various forms to support corporate goals and projects while managing risk to the Town. In providing these services in-house, we reduce overall legal costs to the Town (i.e. reduced litigation by preventative action) and improve outcomes in agreement negotiation (i.e. reduced liability, better pricing), among many other tangible and intangible benefits.

What Services Do We Provide?	
Legal Advice	We provide strategic legal advice on more general matters involving contracts, municipal law, labour relations, regulatory compliance and more.
Real Estate Transaction Support	We provide advice and document drafting support during land acquisition, disposition, and through a variety of development processes.
Litigation Support	We provide cost-effective external legal assistance on litigation files, represent the town effectively at courts and tribunals as needed, and work with service areas for negotiation of reasonable resolutions outside of formal adjudication.
Risk Management	We administer the Risk Management program including supporting a cross-functional Risk Management Team, providing training to staff, ensuring proper insurance coverage, tracking and reporting on risks to various service areas.
Records Management	Our team administers the Records Management program including the timely review and updating of our physical and electronic records management system and respective by-laws. We also train staff on best practices.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
We will continue to handle more litigation and other files in-house as opposed to hiring external law firms.	Reduced spending on external legal fees, faster and potentially more effective resolution of matters.	Q4 2019	Operating	N/A	N/A
Our team will review how records are perceived and revise our training program to deliver better understanding of how information is recorded and preserved within the Corporation.	Staff can find information more quickly and efficiently.	Q4 2019	Operating	N/A	5.2.3 5.5.1 5.5.3
We will create a unified system of tracking insurance certificates from various vendors.	Ensures coverage doesn't lapse and the Town's interests are protected.	Q1 2019	Operating	N/A	5.2.4 5.5.1 5.5.3
We will summarize trends in claims to assist in addressing future risks.	Reduce number of claims received.	Q1 2019	Operating	N/A	5.3.1

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Corporate Legal Advice &amp; Support</b>					
Revenue					
User Fees, Licences and Fines	(2,250)	(2,250)	-	0.00%	
External Recoveries	(146,528)	(150,065)	(3,537)	2.41%	
<b>Total Revenue</b>	(148,778)	(152,315)	(3,537)	2.38%	
Expenditures					
Wages & Benefits	453,786	509,848	56,062	12.35%	<b>(1)</b>
Materials & Supplies	198,999	202,170	3,171	1.59%	
Utilities	1,279	1,348	69	5.39%	
Contracted Services	159,823	158,238	(1,585)	(0.99%)	
Internal Recoveries/Transfers	6,679	6,717	38	0.57%	
<b>Total Expenditures</b>	820,566	878,321	57,755	7.04%	
<b>Total Corporate Legal Advice &amp; Support</b>	\$ 671,788	\$ 726,006	\$ 54,218	8.07%	

### Note: Explanation of Change

(1) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Corporate Legal Advice &amp; Support</b>				
Legal Advice	144,603	148,734	4,131	2.86%
Real Estate Transaction Support	83,145	88,511	5,366	6.45%
Litigation Support	113,502	115,930	2,428	2.14%
Risk Management	205,053	208,136	3,083	1.50%
Records Management	125,485	164,695	39,210	31.25%
<b>Total Corporate Legal Advice &amp; Support</b>	<b>\$ 671,788</b>	<b>\$ 726,006</b>	<b>\$ 54,218</b>	<b>8.07%</b>

## How We're Performing

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### How Much Did We Do?

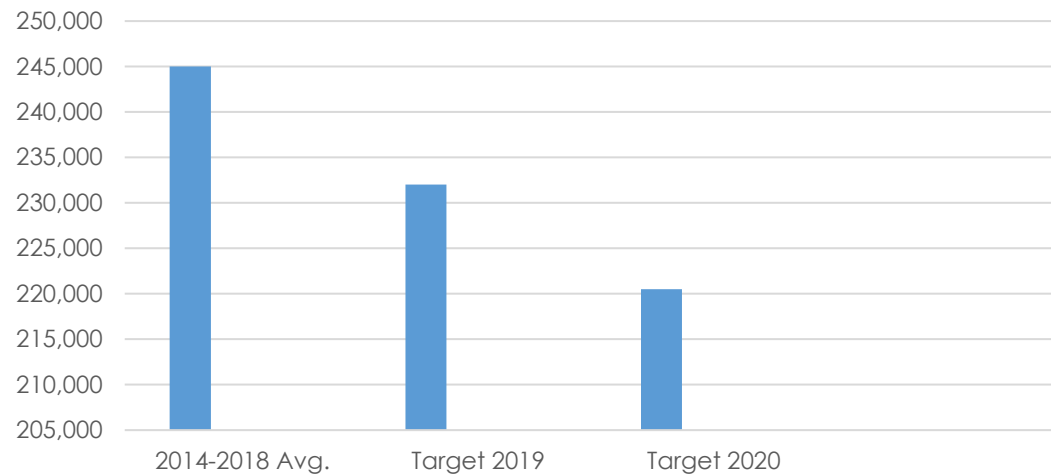
Performance Measure	5 year average (2014-2018)	2019 Projected	2020 Projected
Total amount spent on external legal costs	\$245,000	\$232,750	\$220,500

Performance Measure	2017	2018 (to Q3)	2019 Target	2020 Target
Number of property damage claims	37	33	32	29

**How Well Did We Do It?**

Performance Measure	Reduce total amount spent on external legal costs
Story behind the data	We require assistance from external law firms for a variety of matters. External law firms can help supplement the in-house capacity of the Town's legal services team, and also offer a level of expertise in specialized areas of law. It is historically difficult to anticipate what legal matters will arise each year and affect our external legal costs, which is why we are using a five year average as a benchmark. Reducing the amount spent on external firms would mean we are continuing to improve the effectiveness of our budgeted funds while improving the capacity of our in-house team.

**Total Spent on External Legal Services**



**Is Anyone Better Off?**

Performance Measure	Reduce quantity and turnaround time for resolution of property damage claims each year
Story behind the data	Many of our property damage claims relate to damage to cars from pot holes. We can continue to track this data and relay it to our Operations team to identify trends and ways to proactively reduce the number of cars damaged by potholes. We will work to improve the process by which these are reviewed and resolved to reduce staff time.

# People & Talent Management

## Service Business Plan

**Team Leader:** Amanda Collins, Manager of People & Talent

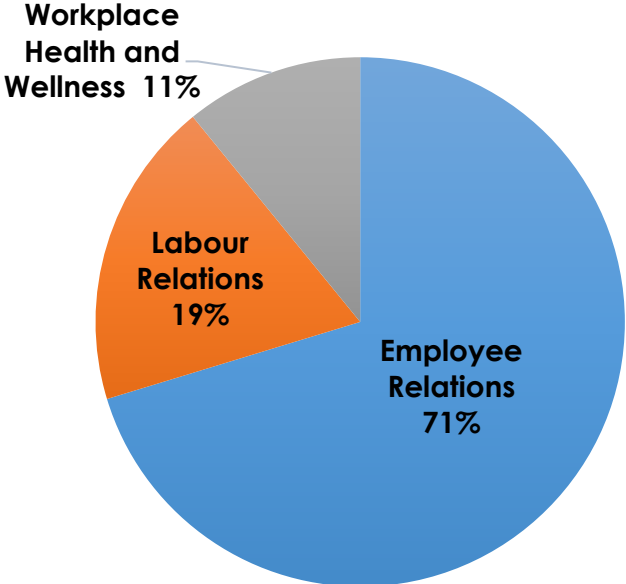
**Departments Involved:** People & Talent, Legal and CAO

**What Is the Value of This Service Bundle?** We champion employee engagement, culture, and top talent retention to create an environment where experienced, passionate, and dedicated, public servants have the ability to deliver high quality services, programming and infrastructure to help improve our community's quality of life.

### What Services Do We Provide?

Employee Relations	We provide development and support services to our Town and partner organizations. This includes formal and ad hoc programs and services to provide growth opportunities, encourage continuous learning, foster skills development, and create a better learning environment. We recruit, onboard and retain top talent. When our staff experience challenges performing their roles, our team collaboratively provides guidance, support and advice on any calculated risk.
Labour Relations	Our team provides labour relations advice while collaborating on labour matters with the Town's Leadership Team. We provide collective agreement interpretations while promoting harmonious labour/management relations, productive work environments, and fair and consistent treatment of our staff. We also chair collective agreement negotiations and the grievance process.
Health and Wellness	We passionately promote health & wellness through various programs and initiatives, including developing and implementing various wellness programs that model and advocate a positive, healthy and supportive culture. We also facilitate short and long-term disability management, accommodation plans and safe/early return to work programs. We are constantly working collaboratively with Legal Services and Town staff to ensure health and safety legal compliance.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Employee Relations– Attraction, Retention, Recruitment	We deliver creative and progressive practices in the attraction, retention and recruitment of diverse talent.	<p>We have created a strong employer brand including a well-developed employee value proposition, and we see a decrease in the voluntary turnover rate of high performers.</p> <p>We also see a decrease in the average time it takes to fill a position, with an increase of high-caliber candidates. Here is where we want to go:</p> <ul style="list-style-type: none"> <li>• 2017 – 41 recruitments with time to fill average of 43 days.</li> <li>• 2018 – 42 recruitments with time to fill average of 45 days.</li> <li>• 2019 – Goal of time to fill average of 40 days.</li> </ul>	Q4 2019	Operating	N/A	N/A



Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Health & Wellness Program Enhancement	Our aim is to create a work environment that promotes and supports continuous improvement, inclusiveness, health, wellness and safety.	We see a decrease in the number of incidents/accidents/near miss reports and lost-time injuries, including a decrease in mental health claims.  We also see increased participation and engagement in wellness initiatives.	Q4 2020	Operating	N/A	N/A
Enhance P&T Service Delivery	We want to continue to grow the strategic capability of P&T while simultaneously enhancing our services, efficiency and effectiveness.	A service and structure review of the P&T team is completed.  We have implemented a robust people analytics program that is instrumental in making business decisions.	Q4 2019	Operating	N/A	N/A
Employee Relations – Learning & Development Strategy	Our aim is to enhance our Leadership Team's capacity and build on the strengths of staff across the organization.	We see clear connection between the Community & Corporate Strategic Plans and the Learning & Development program (including professional development, high-potential development and performance management programs).  We see a demonstrated return on investment for programs offered (shown through benchmarking).	Q4 2019	Operating	N/A	N/A

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Performance & Talent Management Program	We want to develop a performance and workforce planning framework that supports our corporate and community strategic plans.	Clear development paths are in place across the organization.  We see improved participation and completion rates in the performance program and improved corporate competency scores.	Q4 2020	Operating	N/A	N/A
Adoption of the Human Resources Master Plan (HRMP)	We need a HRMP that is fresh, innovative and forward-thinking to meet the unique needs of our community and corporate culture goals.	Council has approved the HRMP that includes short and long-term planning to transform our current people practises to meet the needs of our rapidly changing workforce and community.	Q1 2019	Operating	N/A	N/A

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>People &amp; Talent Management</b>					
Revenue					
External Recoveries	(73,949)	(74,151)	(202)	0.27%	
<b>Total Revenue</b>	(73,949)	(74,151)	(202)	0.27%	
Expenditures					
Wages & Benefits	666,693	692,695	26,002	3.90%	<b>(1)</b>
Materials & Supplies	136,700	131,526	(5,174)	(3.78%)	
Utilities	4,035	4,035	-	0.00%	
Contracted Services	95,131	95,131	-	0.00%	
Internal Recoveries/Transfers	294	298	4	1.36%	
<b>Total Expenditures</b>	902,853	923,685	20,832	2.31%	
<b>Total People &amp; Talent Management</b>	\$ 828,904	\$ 849,534	\$ 20,630	2.49%	

### Note: Explanation of Change

(1) 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>People &amp; Talent Management</b>				
Employee Relations	602,803	616,838	14,035	2.33%
Labour Relations	149,764	153,948	4,184	2.79%
Workplace Health and Wellness	76,337	78,748	2,411	3.16%
<b>Total People &amp; Talent Management</b>	<b>\$ 828,904</b>	<b>\$ 849,534</b>	<b>\$ 20,630</b>	<b>2.49%</b>

## How We're Performing

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### How Much Did We Do?

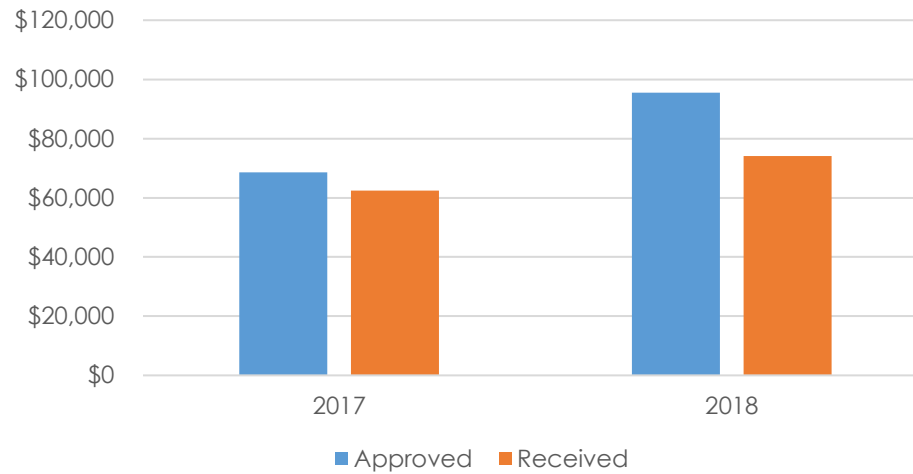
Performance Measure	2017	2018	2019	2020
Number of recruitments completed for youth opportunities	21	16	15	14*
Number of Local Youth Employment Opportunities	81	100	103	106
Total \$ Received from Summer Job Grants to Assist in Youth Employment	\$62,415	\$74,060	\$85,000	\$95,000

\*Streamlined processes and University partnerships for decreased recruitment time.

### How Well Did We Do It?

Performance Measure	Local Youth Employment Opportunities
Story behind the data	Our Community Strategic Plan, Inspiring Innisfil 2020, identified creating opportunities for youth as a key priority. This included the development of employment opportunities.

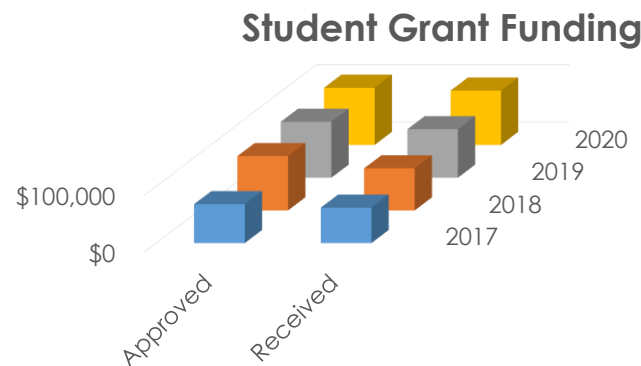
### Student Grant Funding



### Is Anyone Better Off?

Performance Measure	Local Youth Employment Opportunities
Story behind the data	<p>100 students were able to find local employment as a result of our summer student hiring program. In addition, the costs of providing local employment were offset by grant dollars.</p> <p>We know this program has been successful because we were chosen to participate in the Career Directory, Canada's longest-running and prestigious employment guide for students and recent graduates. Employers are selected by meeting key criteria including entry-level recruitment programs for recent graduates and progressive HR policies of interest to young people starting their careers. There is no cost to participate in the Career Directory, and as a chosen employer we are eligible to use the official "seal of approval" logo, which tells prospective employees that our organization is a great place to start a career.</p>

Performance Measure	Local Youth Employment Opportunities
Where we want to go	<p>We want to continue to offer local youth employment opportunities, including positions in professional, technical and trade areas. Building on the success of our Career Guide, we will continue to look for partnerships to expand and grow our youth employment strategy. We will also be seeking out new grant opportunities to make sure we are giving valuable employment opportunities to as many students as possible.</p>



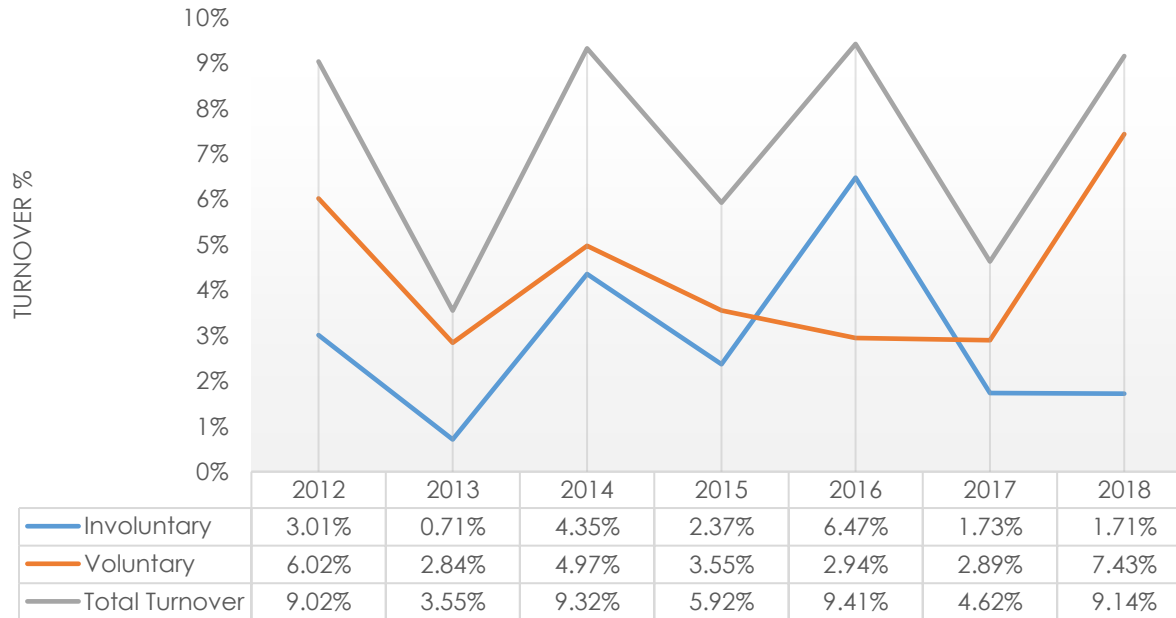
### How Much Did We Do?

Performance Measure	2015	2016	2017	2018	2019	2020
Employee Turnover	5.92%	9.41%	4.62%	9.14%	8%	7%

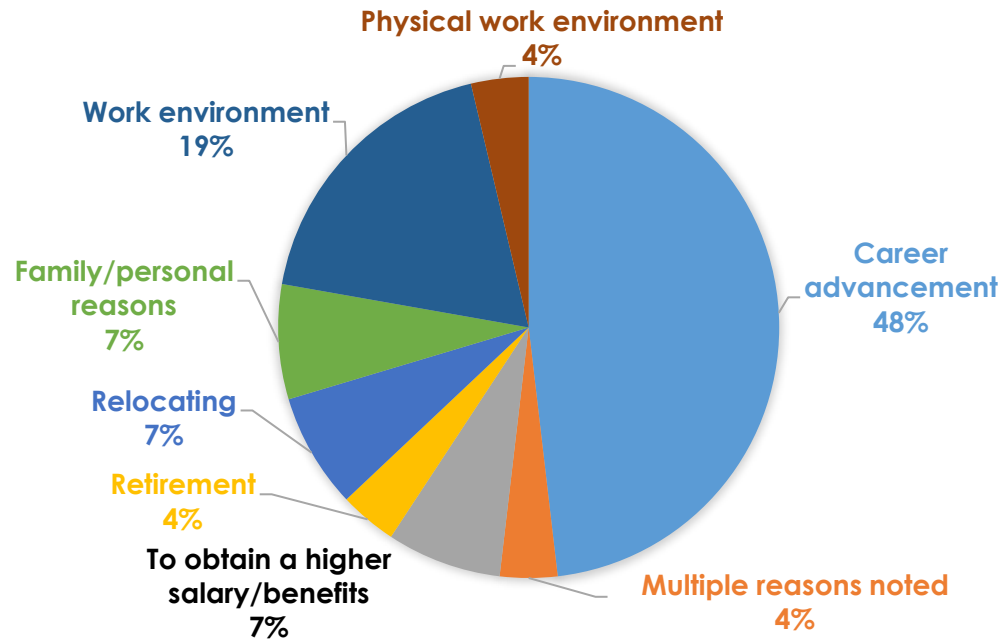
### How Well Did We Do It?

Performance Measure	Employee Turnover
Story behind the data	Employee turnover refers to the percentage of employees who leave the Town and are replaced by new staff. Voluntary turnover is when an employee leaves the Town on their own accord whereas involuntary turnover examines when the employment relationship is severed by the Town (due to various reasons). Employee turnover can be the result of numerous factors and examining these factors can help to positively shape future retention programs.

Turnover % 2012-2018



## MAIN REASON FOR LEAVING



### Is Anyone Better Off?

Performance Measure	Employee Turnover
Story behind the data	Turnover often has a negative connotation but it is not always a bad thing. Having fresh perspectives brought into the Town encourages new ideas and can lead to innovation and efficiencies. A desirable turnover also happens when an employee whose performance falls below the Town's expectations is replaced by someone whose performance meets or exceeds expectations. We also closely track undesirable turnover (meaning the loss of a high performer) to help guide our future retention programs. Our team constantly examines this data (the reason high performers leave) to assist in ensuring our employee offerings and programs are competitive.
Where we want to go	We want to see a decrease in negative employee turnover (meaning we retain high performers). We are also working towards using turnover calculations to determine the impact on hiring costs, training requirements/costs and staff time devoted to recruitment activities. In other words, we want a clear picture of the total cost of employee turnover.



# Corporate Management

## Service Business Plan

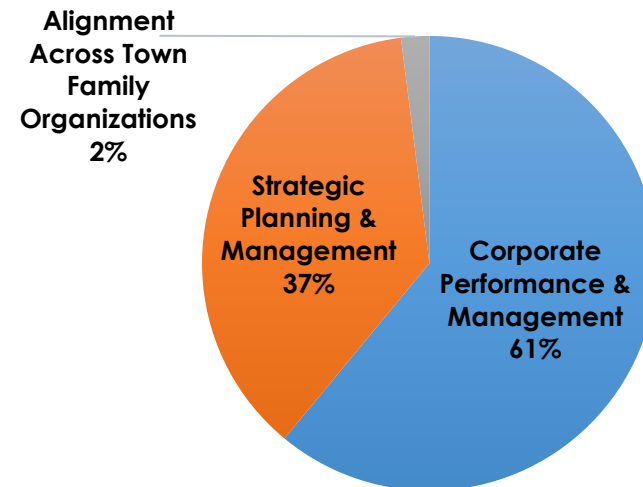
**Team Leaders:** Jason Reynar, Chief Administration Officer

**Departments Involved:** CAO, Library, Leadership Team

**What Is the Value of This Service Bundle?** We drive innovation, efficiency, effectiveness and quality improvements across our family of organizations to provide tangible life improvements to our residents; “One Town, One Team.”

What Services Do We Provide?	
Corporate Performance and Management	We monitor, manage and improve the Corporation's (including Library) performance metrics, processes, systems and strategic partnerships.
Strategic Planning and Innovation	We disrupt, create, reinvent and redesign corporate strategies to drive business growth, generate value for the community and our residents, and to create competitive advantages. We encourage and facilitate long-term planning for decades to come. Fail fast, learn and iterate.
Alignment Across Town Family Organizations	Our aim is to align common strategies and goals across all town corporations to achieve the Strategic Plan and direction of the Town.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Assist with alignment across various Town and other Master Plans.	The timely completion of Master Plans across the various Town Service Areas helps to ensure long-term viability of our programs, services, and the continuing renewal of our infrastructure.	Master planned alignment and clear vision for renewal of master plans within the next 5-10 years.	Q3 2020	Capital	N/A	1.1.1 1.2.5 1.3.1 2.4.1 2.6.1 3.3.1 3.5.1
Government Relations	We review and update the government relations plan with a focus on all Town entities, seeking to leverage opportunities specifically with our new provincial government.	Formation of solid relationships with key staff and ministries at Queen's Park.	Ongoing	Operating	N/A	3.2 3.2.2 3.2.1
Completion of Inspiring Innisfil 2020 (II2020)	II2020's goals and objectives are completed.	We see evidence of the implementation of each strategic project throughout Innisfil, leading to an even better community.	Q3 2020	Capital/ Operating	N/A	5.4.3
Maintain Reasonable Tax Rate Increases	We want to facilitate the creation of alternative revenue streams to offset the need for ever-increasing property tax requirements, as well as increase efficiencies through process improvements, automation and innovation.	Tax rate increase of less than inflation (e.g. 1%) for two-year budget (2019, 2020).	Q1 2019 for final approval	Operating	N/A	5.1.2

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Culture Plan	We are putting together a Culture Master Plan, dedicated to identifying areas of investment in arts, culture, and heritage throughout our community. As part of the project, we hope to recognize strengths, gaps, and opportunities to enrich Innisfil's quality of life and place, as well as attract new creative talents and cultural resources.	Our Culture Master Plan is implemented. Residents are excited about the plan because it resonates with them and represents our shared vision for the future.	Ongoing Implementation	Capital	LIB61	1.2.3 1.2.4 2.4.1 2.4.2 2.4.3 2.4.5 2.4.6 2.4.7 2.6.4

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
New Strategic Plan	Create a new Strategic Plan to guide the community for the next twenty years.	A document is designed and created to provide a clear, viable and vibrant strategic vision to our "One Town, One Team," family of organizations. Goals for the next 20 years have been set, along with clear steps and targets on how to achieve them in the short term.	Ongoing Implementation	Capital	ADM10	5.4.3
Resilient Community	We need to help the community prepare and anticipate potential risks, and instill the ability to adapt, evolve and grow through times of chaotic change.	We have a town that is able to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution and growth in the face of turbulent change.	Ongoing	Operating	N/A	3.1 3.2 3.3 3.4 3.5
Digital Literacy and Smart Citizen Strategy.	We want to promote and improve digital literacy and smart citizenship across the town, to provide increased opportunities for our residents and raise the economic health of our community.	We have helped residents unlock their full potential by empowering them to be confident with emerging technologies. We see new, exciting opportunities and a healthier local economy.	Ongoing	Operating	N/A	1.3.5

Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Development of Smart Citizens	Engagement with community partners to encourage the development of smart citizens in Innisfil. This is an important focus if we want to ensure that Innisfil residents do not get left behind.	Residents have the tools and confidence to not only cope – but excel with technological evolution.	Ongoing	Operating	N/A	1.3.5

## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Growth	120,000	320,000	440,000
<b>Total Corporate Management by Classification</b>	\$ 120,000	\$ 320,000	\$ 440,000

For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Corporate Management includes an administration project for strategic planning.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Administration	120,000	320,000	440,000
<b>Total Corporate Management by Project Type</b>	\$ 120,000	\$ 320,000	\$ 440,000

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Corporate Management</b>					
Revenue					
Registration & Facility Fees	(460)	(454)	6	(1.30%)	
External Recoveries	(105,456)	(115,928)	(10,472)	9.93%	
Other	(2,427)	(2,395)	32	(1.32%)	
<b>Total Revenue</b>	(108,343)	(118,777)	(10,434)	9.63%	
Expenditures					
Wages & Benefits	1,044,787	1,089,494	44,707	4.28%	<b>(1)</b>
Materials & Supplies	65,148	64,089	(1,059)	(1.63%)	
Utilities	2,808	3,066	258	9.19%	
Contracted Services	128,748	134,217	5,469	4.25%	
Rents & Financial	237	234	(3)	(1.27%)	
Internal Recoveries/Transfers	-	-	-	-	
<b>Total Expenditures</b>	1,241,728	1,291,100	49,372	3.98%	
<b>Total Corporate Management</b>	\$ 1,133,385	\$ 1,172,323	\$ 38,938	3.44%	

#### Note: Explanation of Change

(1) 2020 COLA, salary grid progressions, related group & statutory benefits.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Corporate Management</b>				
Corporate Performance & Management	681,646	704,587	22,941	3.37%
Strategic Planning & Innovation	433,842	449,378	15,536	3.58%
Alignment Across Town Family Organizations	17,897	18,358	461	2.58%
<b>Total Corporate Management</b>	<b>\$ 1,133,385</b>	<b>\$ 1,172,323</b>	<b>\$ 38,938</b>	<b>3.44%</b>

## How We're Performing

### How Much Did We Do?

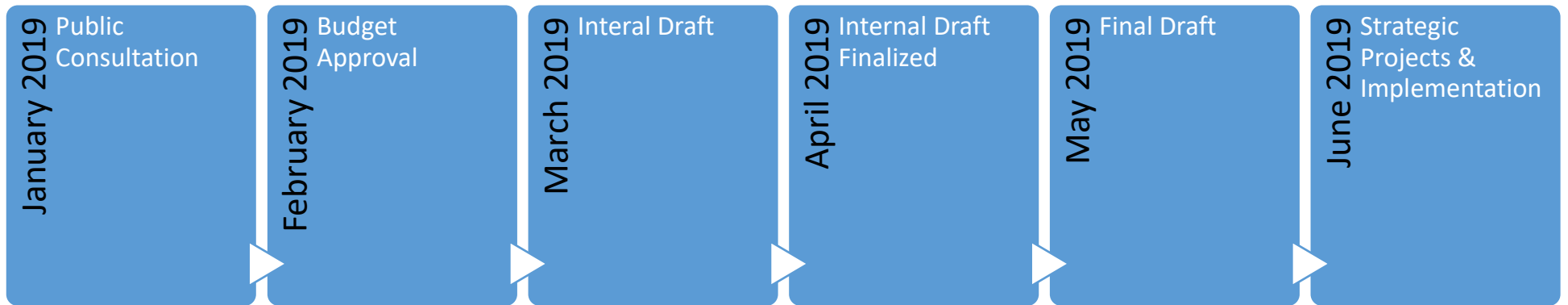
Performance Measure	2018	2019	2020
% of strategic plan initiatives completed under II2020	65%	25%	10%
Number of Leadership Team and All-Staff Workshops	12	14	14

### How Well Did We Do It?

Performance Measure	Strategic Plan Initiatives and Leadership Team Work Plan Initiatives
Story behind the data	<p>Town Council approved the Inspiring Innisfil 2020 (II2020) Strategic Plan update for 2017 to 2020 in March 2016. The comprehensive plan contained clear community and corporate mission and vision statements, while outlining 105 strategic community and corporate initiatives to be actioned by staff. In 2018, 65% of those strategic initiatives will have been actioned, with a remaining 25% to be actioned in 2019 and 10% in 2020.</p> <p>For the next two years we will focus on completing the initiatives outlined in II2020, including the implementation of Our Place (the Town of Innisfil's Official Plan) and the opening of the Rizzardo Health &amp; Wellness Centre. Several large projects are also in the planning and design phase, including a Town Sportsplex, Town Square and improvements and redevelopment for Innisfil Beach Park.</p>



Performance Measure	Development of new strategic plan
Story behind the data	<p>We are currently investigating options and directions for the future vision of Innisfil. We are looking at the Town's assets and needs to help us develop a framework of how to accomplish our goals. This will create unity and cohesive direction for all of our departments, with a clear "why" for what we do and how we do it. We will first turn to the public, inviting them to come and help create the vision for our shared future. Following this, Council will be presented with draft vision statements and plans that will be presented to residents for feedback. Once we have this valuable input from the public, and community stakeholders, a final Strategic Plan will be developed, along with a number of strategic projects and a plan for implementation.</p>



### Is Anyone Better Off?

Performance Measure	Employee Engagement
Story behind the data	We regularly conduct employee engagement surveys. As part of that process, we measure participation rates and overall job satisfaction. We look forward to continuing to see a year-over-year percentage increase in these measures.
Where we want to go	<p>We want to see increased participation in employee engagement surveys and an overall increase for employee satisfaction.</p> <p>In 2017, we had an overall engagement score of 70.6%. That average takes 41 unique engagement drivers into consideration, including employee satisfaction in their job, department, and organization as a whole. The Town is compared against a Municipal Sector Average which is drawn from 30 similar organizations, encompassing roughly 30,000 survey respondents. Compared to the Town, the Municipal Sector Average is significantly lower at 66.0%. Further to this, we scored higher on 32 of the 37 drivers compared to the Municipal Sector Average.</p>

# Corporate Finance

## Service Business Plan

**Team Leader:** Lockie Davis, Chief Financial Officer

**Teams Involved:** Leadership Team

**What Is the Value of This Service Bundle?** A financially sustainable Town ensures taxes remain reasonable, infrastructure is kept in good working order and that future generations are not burdened with today's financial challenges.

What Services Do We Provide?	
Corporate Finance	With the needs and goals of the community in mind, we manage the Town's finances in a financially responsible manner considering all forms of financing options including reasonable and affordable tax rates, user fees, alternative revenue sources and long-term debt through transparent priority ranking of needs.

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Building of Capital Reserves	1% Capital Levy dedicated to the renewal of the Town's assets	Adequate funds, based on the Council approved asset management plan, are in place for the replacement and renewal of assets. Debt for renewal projects would be avoided as funds would be available to undertake the project(s).	Ongoing	Operating	N/A	3.1

Key Projects/ Initiatives/ Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Optimizing return on investments	The optimization of investment returns will help build reserves for the renewal of Town assets.	The return on investments is achieving an average of .5% greater than bank deposit returns while mitigating risk and ensuring short term borrowing is avoided.	Ongoing	Operating	N/A	3.1

## Operating Overview

### Displayed by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Corporate Financing</b>								
Revenue								
*PIL and Supplementary Taxes	(1,298,884)	(1,536,884)	(238,000)	18.32%	(1,536,884)	-	0.00%	(1)
User Fees, Licences and Fines	(43,000)	(63,000)	(20,000)	46.51%	(70,000)	(7,000)	11.11%	
Penalties & Interest	(955,000)	(983,000)	(28,000)	2.93%	(983,000)	-	0.00%	
Interest & Dividends	(315,000)	(708,279)	(393,279)	124.85%	(704,271)	4,008	(0.57%)	(2)
OLG Gaming Revenue	(4,900,000)	(5,000,000)	(100,000)	2.04%	(5,000,000)	-	0.00%	(3)
External Recoveries	(14,000)	(16,000)	(2,000)	14.29%	(16,000)	-	0.00%	
Other	(237,430)	(272,592)	(35,162)	14.81%	(253,098)	19,494	(7.15%)	
Transfer from Reserve & Reserve Funds	(135,000)	-	135,000	(100.00%)	-	-	-	
<b>Total Revenue</b>	(7,898,314)	(8,579,755)	(681,441)	8.63%	(8,563,253)	16,502	(0.19%)	
Expenditures								
Materials & Supplies	43,907	-	(43,907)	(100.00%)	-	-	-	
Transfer to Reserve & Reserve Funds	12,921,962	14,204,181	1,282,219	9.92%	15,476,784	1,272,603	8.96%	(4)
Internal Recoveries/Transfers	(852,539)	(965,943)	(113,404)	13.30%	(988,670)	(22,727)	2.35%	(5)
<b>Total Expenditures</b>	12,113,330	13,238,238	1,124,908	9.29%	14,488,114	1,249,876	9.44%	
<b>Total Corporate Financing</b>	\$ 4,215,016	\$ 4,658,483	\$ 443,467	10.52%	\$ 5,924,861	\$ 1,266,378	27.18%	

Payment-in-lieu of taxes for other governments and agencies not considered as property taxes.

#### Note: Explanation of Changes

- (1) Increased supplementary and omitted taxation revenue for new or enhanced properties assessed after the assessment roll is provided by the Municipal Property Assessment Corporation each year.
- (2) 2019 reflects increased interest income on cash and investment portfolio reflecting current financial market conditions.

- (3)** Increase in OLG revenue based on projected 2018 actuals. (Note: this amount is transferred to reserves and has no net impact on tax rates.)
- (4)** Reflects additional funds from OLG transferred to ARS to be used for non-growth portion of capital projects, and the 1% increase in the capital reserve levy.
- (5)** Increase internal corporate transfers to/from departments to reflect recovery of admin costs through external billing rates.

# Information Technology

## Service Business Plan

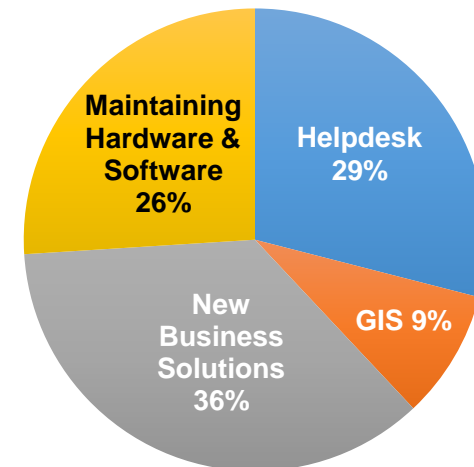
**Team Leaders:** Grant Cowan, Manager of Information Technology

**Departments Involved:** IT, Library

**What Is the Value of This Service Bundle?** We provide 21<sup>st</sup> century technology solutions and expertise to enable service areas to meet the demands of their businesses and the community.

What Services Do We Provide?	
Helpdesk	We provide ongoing helpdesk and technical support services to end users of the Town of Innisfil and contracted customers' computer systems and applications. We also help staff with technological needs to ensure teams can work efficiently and effectively.
GIS	We create and maintain spatial databases to enable business units to effectively perform various functions.
New Business Solutions	We develop and enhance business systems to better align the delivery of services and provide enhanced access to Corporate/Library Administration information.
Maintaining Hardware & Software	We configure, maintain, upgrade, secure and back up data networks, computer hardware, applications and telecommunication systems.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiatives/Tactics	Description	What Success Looks Like	Target Completion	Operating or Capital	Capital Project #	Strat Plan Link
Deliver Wi-Fi services in public facilities	Install and configure Wi-Fi access at various public facilities and parks.	We have public access to Wi-Fi networks in various public facilities throughout Innisfil.	Q4 2020 (Initial Phase)	Capital	IT143	1.3.4
Smart Community Pilot	Pilot implementation of various connected devices within the community to evaluate benefits to citizens and the municipality.	Implementation of and data collection from Smart Community devices in select areas of Innisfil.	Q4 2020	Capital	IT140	1.3.5
Open Data	We want to begin implementation of an open data portal to allow sharing of municipal data.	A website is live, offering valuable municipal data to the public.	Q4 2019	Operating	N/A	5.5.5
Digital Strategy	We want to create a digital strategy to help guide and prioritize future IT projects and initiatives.	Completed strategy with implementation plan.	Q4 2019	Capital	IT142	1.3.5
Co-ordinated Access to Program Registration	Residents should have one place to look when searching for town events and programs.	Residents are positively responding to searching for town events and programs; frustrations levels are lowered.	Q4 2020	Capital	IT137	1.2.3
Services to Outside Organizations	We want to build on existing services offered to outside organizations.	More organizations outside of Innisfil recognize and seek out our valuable services.	Ongoing	Operating	N/A	3.2.4



## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Classification</b>			
Renewal	507,573	2,403,361	2,910,934
Enhancements	225,000	435,000	660,000
<b>Total Information Technology by Classification</b>	<b>\$ 732,573</b>	<b>\$ 2,838,361</b>	<b>\$ 3,570,934</b>

For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Information Technology include IT and Library type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Administration	35,000	-	35,000
Information Technology	535,000	2,152,000	2,687,000
Library	162,573	686,361	848,934
<b>Total Information Technology by Project Type</b>	<b>\$ 732,573</b>	<b>\$ 2,838,361</b>	<b>\$ 3,570,934</b>

For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Information Technology</b>					
Revenue					
External Recoveries	(154,760)	(156,140)	(1,380)	0.89%	
Registration & Facility Fees	(374)	(370)	4	(1.07%)	
Other	(1,976)	(1,952)	24	(1.21%)	
<b>Total Revenue</b>	(157,110)	(158,462)	(1,352)	0.86%	
Expenditures					
Wages & Benefits	951,403	975,384	23,981	2.52%	<b>(1)</b>
Materials & Supplies	225,686	225,968	282	0.12%	
Utilities	5,331	5,329	(2)	(0.04%)	
Contracted Services	141,308	137,928	(3,380)	(2.39%)	
Rents & Financial	193	191	(2)	(1.04%)	
Transfer to Reserve & Reserve Funds	117,000	119,500	2,500	2.14%	<b>(2)</b>
Internal Recoveries/Transfers	(2,500)	(5,000)	(2,500)	100.00%	<b>(3)</b>
<b>Total Expenditures</b>	1,438,421	1,459,300	20,879	1.45%	
<b>Total Information Technology</b>	\$ 1,281,311	\$ 1,300,838	\$ 19,527	1.52%	

#### Note: Explanation of Change

- (1)** 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (2)** Increase transfer to Computer Replacement Reserve to reflect increased staff complement replacement needs.
- (3)** Recovery of staff time working on capital projects.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Information Technology</b>				
Helpdesk	220,693	229,500	8,807	3.99%
GIS	58,490	60,318	1,828	3.13%
New Business Solutions	343,968	351,615	7,647	2.22%
Maintaining Hardware & Software	658,160	659,405	1,245	0.19%
<b>Total Information Technology</b>	<b>\$ 1,281,311</b>	<b>\$ 1,300,838</b>	<b>\$ 19,527</b>	<b>1.52%</b>

## How We're Performing

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### How Much Did We Do?

Performance Measure	2016 Actual	2017 Actual	2018 (as of June 30 <sup>th</sup> )
Number of support tickets closed	4291	4157	2222

A ticket is a request to IT for assistance.

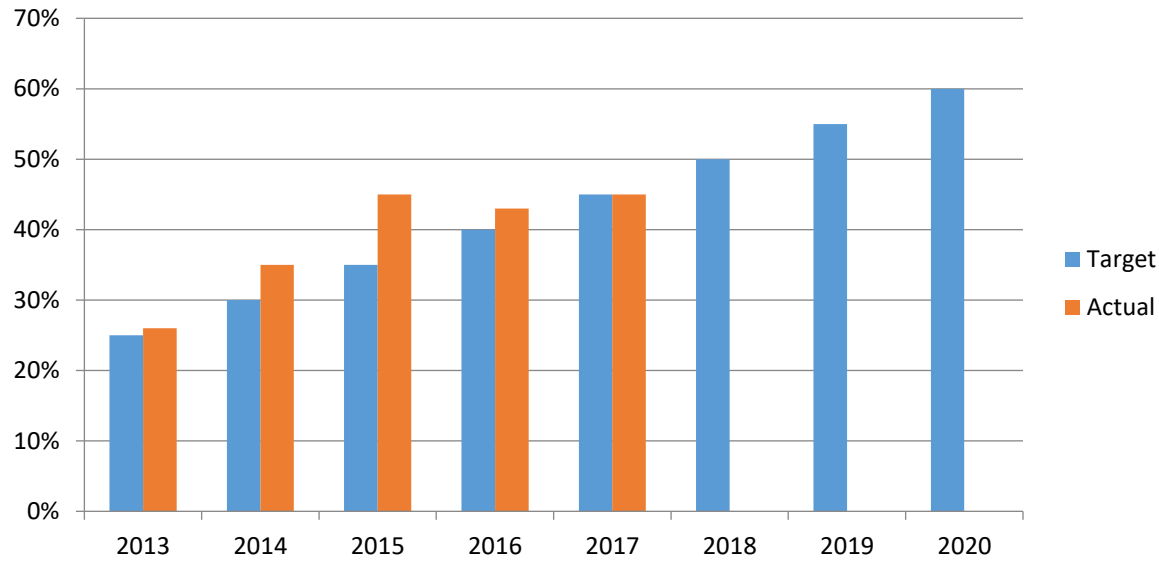
Performance Measure	2018	Projected 2019	Projected 2020
IT spending as % of total operating budget	3.02%	2.85%	2.7%

Industry benchmarks - North American Municipalities – 3.18% of total budget on IT.

**How Well Did We Do It?**

Performance Measure	Self Check-Out Use
Story behind the data	Our goal is for increased use of self check-out equipment by library users, resulting in staff having more time to address customer inquiries and training needs.

**Self Check-Outs as a % of Total Check-Outs**

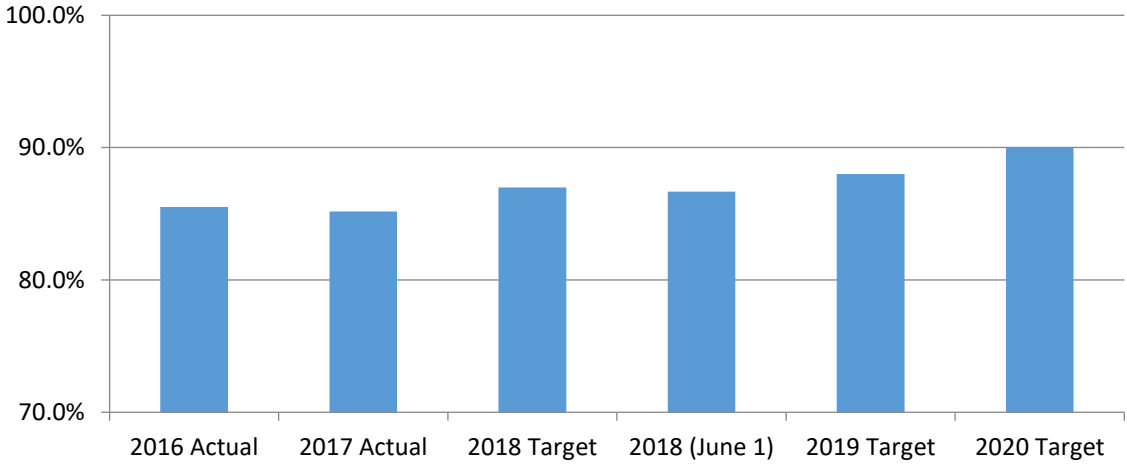


Where we want to go	Our self check-out service is offered as a means to provide staff with more time to focus on our customers and employee development. We are pleased to report this is a service our customers are becoming more and more comfortable with. A 5% increase in the use of self check-outs as a percentage of total check-outs has been estimated for both 2019 and 2020.
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### Is Anyone Better Off?

Performance Measure	User Satisfaction
Story behind the data	Surveys are sent randomly to users after support requests have been resolved and closed to rate their satisfaction with the support received. Our 2018 target is 87% and as of June 30, 2018 our satisfaction rate is 86%. Our targets for 2019 and 2020 are 88% and 90% respectively.

### User Satisfaction



# Communications & Community Engagement

## Service Business Plan

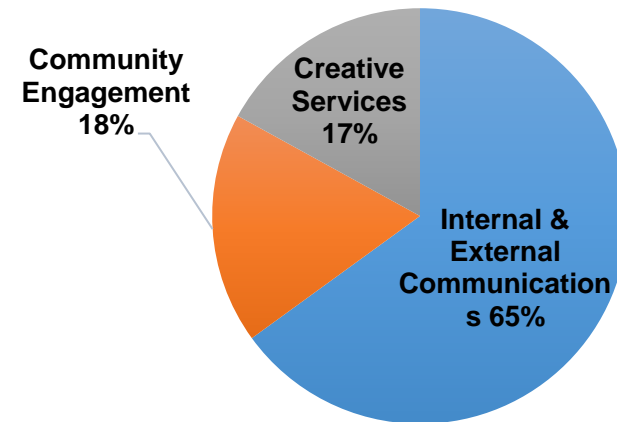
**Team Leader:** Erin Scuccimarri, CEO/Chief Librarian

**Departments Involved:** Communications, Library, CAO

**What Is the Value of This Service Bundle?** We deliver services related to issue and crisis management, media relations, e-channel management, advertising, graphic design and video, social media management and internal communications and training. Communications operates as an extremely versatile and flexible department, typically going above and beyond to help departments succeed in their marketing, public relations and community engagement objectives.

What Services Do We Provide?	
Internal & External Communications	Educate and engage with staff, stakeholders and the broader community about initiatives that influence the public's quality of life. Support service areas by creating captivating material, planning community engagement projects, and telling our story.
Creative Services	Support internal and external communications and community engagement initiatives through the creation of visually appealing materials to support Town messaging.
Community Engagement	Create opportunities for meaningful community consultation in partnership with various service areas. Educate staff on community engagement best practices and strongly encourage engagement initiatives.

**Breakdown: How We Spend Our Time**



Key Projects/ Initiative/Tactics	What Success Looks Like	Target completion	Operating or Capital?	Capital Project #	Strat Plan Link
Creation of an Internal Communications & Engagement Strategy	Each employee has a strong awareness of the synergies, partnership opportunities and linkages across and within the organizations, as well as a broad understanding of each other's service area. Communication between staff happens less frequently but is more meaningful.	Q2 2019	Operating	N/A	SP 21 4.3.2 4.3.3 4.3.4 5.4.2
Examine, research and potentially launch e-mail marketing system to connect with residents	System chosen and launched based on a comprehensive evaluation of the best system for providing emergency updates and weekly/monthly updates for Town news and events.	Q3 2019	Operating	N/A	1.2.2 1.2.3
Develop Town of Innisfil Brand Style Guide 2.0	Overhaul and roll out new Town brand guide and templates across the organization. Consistent communications delivered across all Town departments from emails and presentations to online engagement and public notices. Clear, consistent messaging improves public understanding and awareness of Town initiatives.	Q2 2019	Operating	N/A	SP 21 4.3.4

Key Projects/ Initiative/ Tactics	What Success Looks Like	Target completion	Operating or Capital?	Capital Project #	Strat Plan Link
Develop new and effective strategies for consultation, communication and engagement with the community	<p>Completed Community Engagement Toolkit. Departments consult with toolkit and Communications team before consulting with public. Ongoing training provided across the organization.</p> <p>Launch new online engagement site: GetInvolvedInnisfil.ca</p> <p>Launch marketing kiosks for residents to access programs and events happening in the town (e.g. Library, Leisure Services, community events) – creating new communication links with residents who do not frequent Town or Library facilities.</p>	<p>Completed 2018</p> <p>Ongoing engagement training and opportunities</p> <p>Q2 2020</p>	<p>Operating</p> <p>Capital \$104,170 Project shared with IT.</p>	<p>N/A</p> <p>LIB 65</p>	<p>SP1 1.2.2 1.2.3 1.2.4</p> <p>Ties to SP12</p> <p>3.2.5</p>
Develop a Youth Engagement Strategy	A Youth Engagement Strategy will be completed and implemented. Innisfil youth are empowered to become community leaders, share opinions, and create greater involvement of Innisfil youth in volunteerism and civic engagement.	<p>Research &amp; Development Q2 2019</p> <p>Implementation Q3 2019</p>	Operating	N/A	<p>SP12 2.3.1 2.3.2 2.3.3</p>



## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Growth	-	35,000	35,000
<b>Total Communications &amp; Community Engagement by Classification</b>	-	\$ 35,000	\$ 35,000

\*For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Communications & Community Engagement includes a planning policy project.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Planning	-	35,000	35,000
<b>Total Communications &amp; Community Engagement by Project Type</b>	-	\$ 35,000	\$ 35,000

\*For additional details see Appendix A.

## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change	Note
<b>Communications &amp; Community Engagement</b>					
Revenue					
External Recoveries	(5,000)	(5,000)	-	0.00%	
Registration & Facility Fees	(324)	(320)	4	(1.23%)	
Other	(1,711)	(1,690)	21	(1.23%)	
<b>Total Revenue</b>	(7,035)	(7,010)	25	(0.36%)	
Expenditures					
Wages & Benefits	421,998	438,405	16,407	3.89%	<b>(1)</b>
Materials & Supplies	89,016	85,989	(3,027)	(3.40%)	
Utilities	2,172	2,169	(3)	(0.14%)	
Contracted Services	26,493	26,510	17	0.06%	
Rents & Financial	167	165	(2)	(1.20%)	
Internal Recoveries/Transfers	(10,900)	(10,900)	-	0.00%	
<b>Total Expenditures</b>	528,946	542,338	13,392	2.53%	
<b>Total Communications &amp; Community Engagement</b>	\$ 521,911	\$ 535,328	\$ 13,417	2.57%	

#### Note: Explanation of Change

**(1)** 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.

## Displayed by Service

	2019 Approved Budget	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change
<b>Communications &amp; Community Engagement</b>				
Internal & External Communications	355,022	359,128	4,106	1.16%
Community Engagement	92,538	96,840	4,302	4.65%
Creative Services	74,351	79,360	5,009	6.74%
<b>Total Communications &amp; Community Engagement</b>	<b>\$ 521,911</b>	<b>\$ 535,328</b>	<b>\$ 13,417</b>	<b>2.57%</b>

## How We're Performing

### How Much Did We Do?

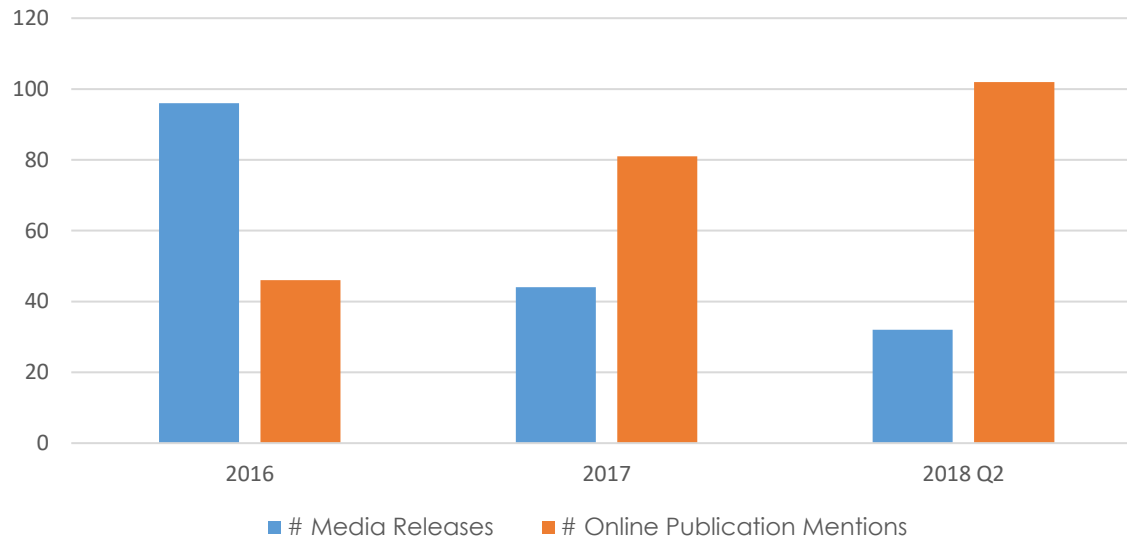
Performance Measure	2016	2017	Projected 2018	Projected 2019	Projected 2020
Total work orders for Creative Services	N/A	127	150	165	175
# of web pages viewed (millions)	509,534	676,785	680,000	750,000	800,000
Total Media Releases	96	44	40	45	50
Social Media Engagement	Twitter Followers: 3,952 Facebook Fans: 901	Twitter Followers: 4,603 Facebook Fans: 1,660	Twitter Followers: 5,032-5,200 Facebook Fans: 2,500 Instagram Followers: 1,200	Twitter Followers: 5,500 Facebook Fans: 3,000 Instagram Followers: 1,300	Twitter Followers: 6,000 Facebook Fans: 3,500 Instagram Followers: 1,400

Performance Measure	2016	2017	Projected 2018	Projected 2019	Projected 2020
Online Community Engagement	N/A	Open Innisfil Forum 1,487 visitors 158 participants 249 subscribers	Get Involved Innisfil 7,450 visitors 269 registrations 247 participants	Get Involved Innisfil 8000 visitors 400 registrations 350 participants	Get Involved Innisfil 10000 visitors 500 registrations 450 participants
# of Online Publications mentions	46	81	120	135	150

### How Well Did We Do It?

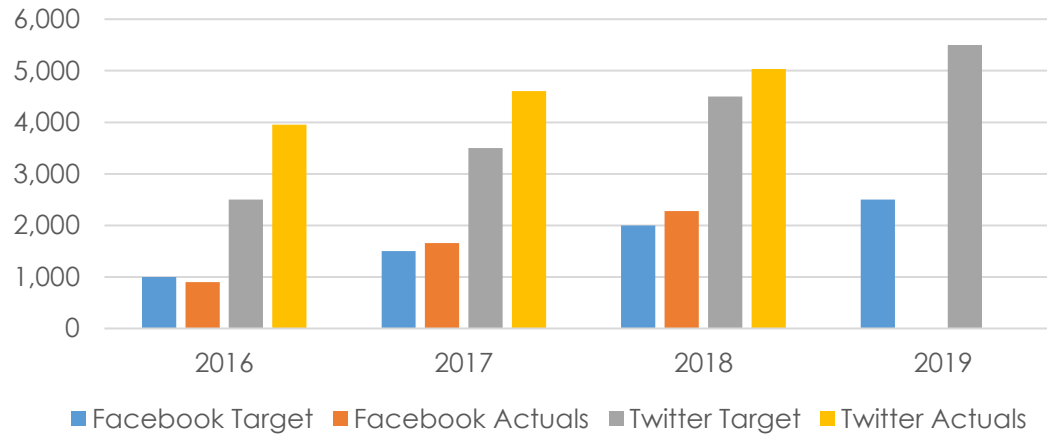
Performance Measure 1	News Releases vs Online Publication Mentions
Story behind the data	<p>Simcoe.com is one of the main vehicles that Innisfil residents use to hear about Town news, programs and services. News reported on the site gives the town a credible way to reach the community without the perceived bias advertising can bring. Pickup rate is an important metric, as is the study of what amount of information is repeated from the news release.</p> <p>The Innisfil Journal (published online as Simcoe.com) is the last remaining print newspaper serving our area. As technology changes the way our community consumes news, the Town's methods for communicating with the media have also had to change. Communications staff are more strategic in deciding which stories require traditional news releases and have prioritized building relationships with all our local reporters and news outlets. Relationship building ensures that fluctuations in total number of news releases does not equal a decline in reporting on Town of Innisfil happenings.</p>

Number of Media Releases vs.  
Number of Online Publication Mentions

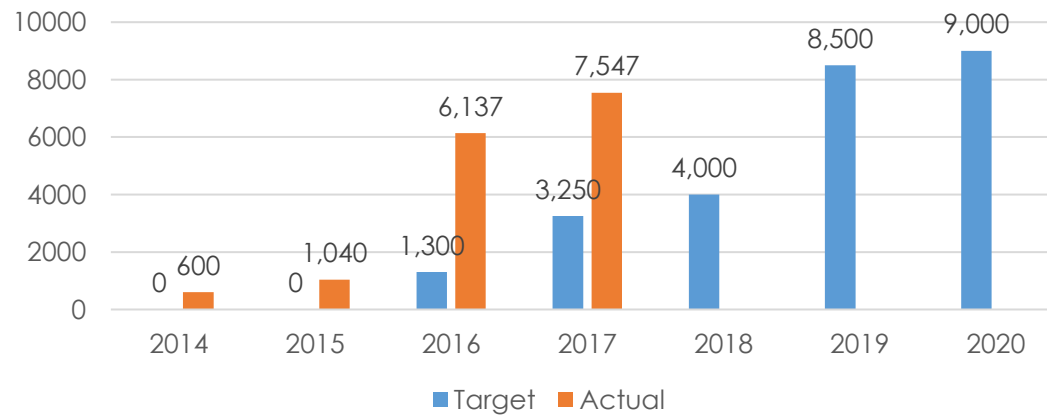


Performance Measure 2	Year over Year % increase in social media engagement
Story behind the data	<p>The Town of Innisfil uses various online methods to communicate with and engage residents. This includes, but is not limited to, Facebook, Instagram, Twitter and our website. In each of the methods, our aim is to grow the audience and therefore grow the number of communication opportunities.</p> <p>Communications &amp; Community Engagement manages social media accounts for the Town of Innisfil, Innisfil idealAB &amp; Library and the Rizzardo Health &amp; Wellness Centre.</p>

Town of Innisfil Targeted vs Actuals in Social Media Followers (Facebook and Twitter)



Number of Citizens Engaged in Library Social Media (Facebook)



<b>Performance Measure 3</b>	<b>Year over Year % increase in internal intranet use</b>
Story behind the data	The Town of Innisfil has a social intranet – iConnect – to engage and communicate with staff. The aim is to grow the number of people who are engaged (i.e. logging in daily, reading articles, leaving comments, participating in polls, leaving shout-outs for colleagues). An increase in the number of engaged staff will increase opportunities for cross-functional partnerships and innovative solution seeking, develop awareness, understanding and respect for our colleagues, and foster a positive work culture.

### **Is Anyone Better Off?**

<b>Performance Measure 1</b>	<b>Internal Staff Service Satisfaction</b>
Story behind the data	As part of the regular employee engagement survey process, we measure satisfaction with internal communication practices and methods. We look forward to continuing to see a year over year percentage increase in the employee satisfaction rate with internal communications.
Where we want to go	Year-over-year percentage increase in employee satisfaction rate with internal communications. Fewer, but more meaningful meetings and email communications.

<b>Performance Measure 2</b>	<b>Year over Year % increase in Engagement Opportunities</b>
Story behind the data	<p>We are focused on our commitment to engagement and use many opportunities and methods to ensure our residents are a part of the decision-making process. The various opportunities and methods include but are not limited to, online surveys, social media engagement and interactions, public information meetings and attending events and festivals. In each of the methods, our aim is to grow the number of people and the number of engagement opportunities.</p> <p>The Communications and Community Engagement team has put strategies in place to enhance the manner in which internal departments interact with the public. Providing community engagement training, creating a toolkit, and launching a new online platform all contribute to our goal to build capacity for improved communications within the Town. As a result, the new online engagement tool has enabled staff to engage with residents and receive feedback on initiatives they are working on.</p>

# Asset Management

## Service Business Plan

**Team Leader:** Jason Inwood, Manager of Operations

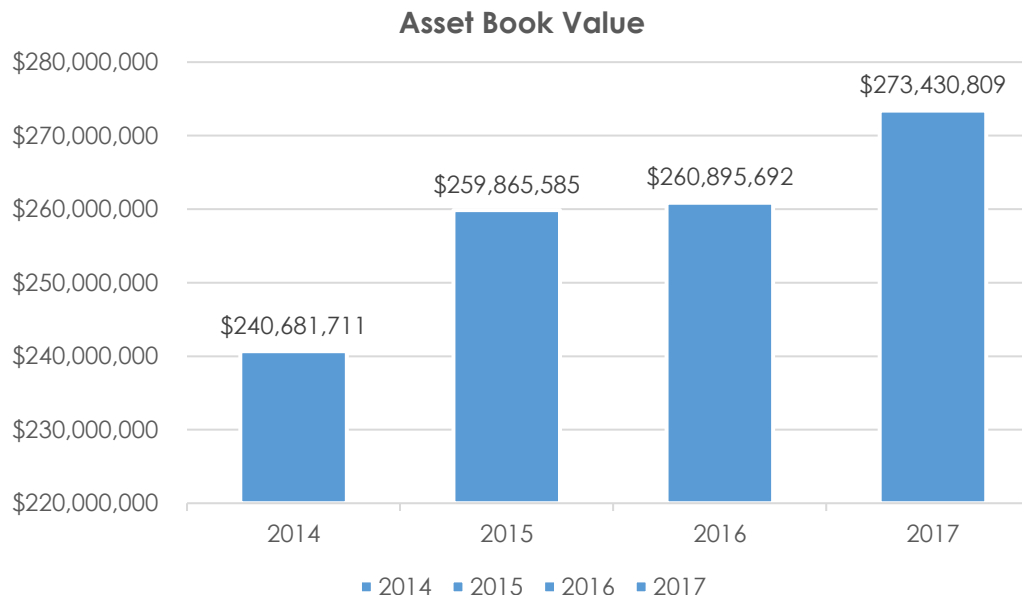
**Departments Involved:** Finance, Operations, and Engineering.

**What Is the Value of This Service Bundle?** Asset Management is an integral part of our capital and infrastructure planning processes. It allows us to efficiently and effectively plan for annual preventative maintenance programs designed to make sure our assets live up to their full life-cycle, and make sure we are prepared for any potential replacement requirements. This service ensures better long-term financial results, including improved return on investment and informed decision-making from multiple angles. Considerations such as performance, costs, risks and opportunities are all key factors in the interest of spending tax dollars in the most effective and efficient way.

### What Services Do We Provide?

Information to Guide Lifecycle Management Decisions for Town Assets

Asset management involves providing advice, guidance and procedures on the deployment, operation, maintenance, upgrading/replacement and disposal of Town-owned physical assets in the most cost-effective and service-effective manner.





Key Projects/ Initiatives/ Tactics	What Success Looks Like	Target Completion	Operating or Capital?	Capital Project #	Strat Plan Link
Strategic Asset Management Policy	We provide policy that outlines our municipality's commitment to best practices and continuous improvement.	Q3 2019	Operating	N/A	3.5.1 3.5.2 3.5.3 5.1.4
Asset Management Plan (Roads, Bridges, Stormwater)	Plan detailing state of existing infrastructure, levels of service, and lifecycle strategy for core assets (roads and storm water).	Q3 2021	Operating	N/A	3.5.1 3.5.2 3.5.3 5.1.4
Asset Management Plan (Parks, Facilities, Fleet, IT)	Plan detailing state of existing infrastructure, levels of service, and lifecycle strategy for non-core assets (parks, facilities, fleet, etc).	Q3 2023	Operating	N/A	3.5.1 3.5.2 3.5.3 5.1.4
Full Asset Management Plan (All Assets Integrated)	Plan detailing state of infrastructure (proposed), levels of service (proposed), lifecycle strategy (proposed) and financing strategy (proposed) for all assets (core and non-core).	Q3 2024	Operating	N/A	3.5.1 3.5.2 3.5.3 5.1.4

## Capital Overview

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### Displayed by Classification

Renewal projects repair and maintain our existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. Growth projects promote our economic development, allow our municipality to plan for growth, develop our communities and address increased demands and service levels. Enhancement projects add value to the organization by improving processes and activities that enhance our services.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>			
Renewal	300,000	-	300,000
Growth	75,000	40,000	115,000
<b>Total Asset Management by Classification</b>	<b>\$ 375,000</b>	<b>\$ 40,000</b>	<b>\$ 415,000</b>

For additional details see Appendix A.

### Displayed by Project Type

Capital projects for Asset Management include studies such as condition assessments of existing infrastructure type projects.

	Approved 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Project Type</b>			
Administration	75,000	-	75,000
Parks	300,000	-	300,000
Planning	-	40,000	40,000
<b>Total Asset Management by Project Type</b>	<b>\$ 375,000</b>	<b>\$ 40,000</b>	<b>\$ 415,000</b>

For additional details see Appendix A.

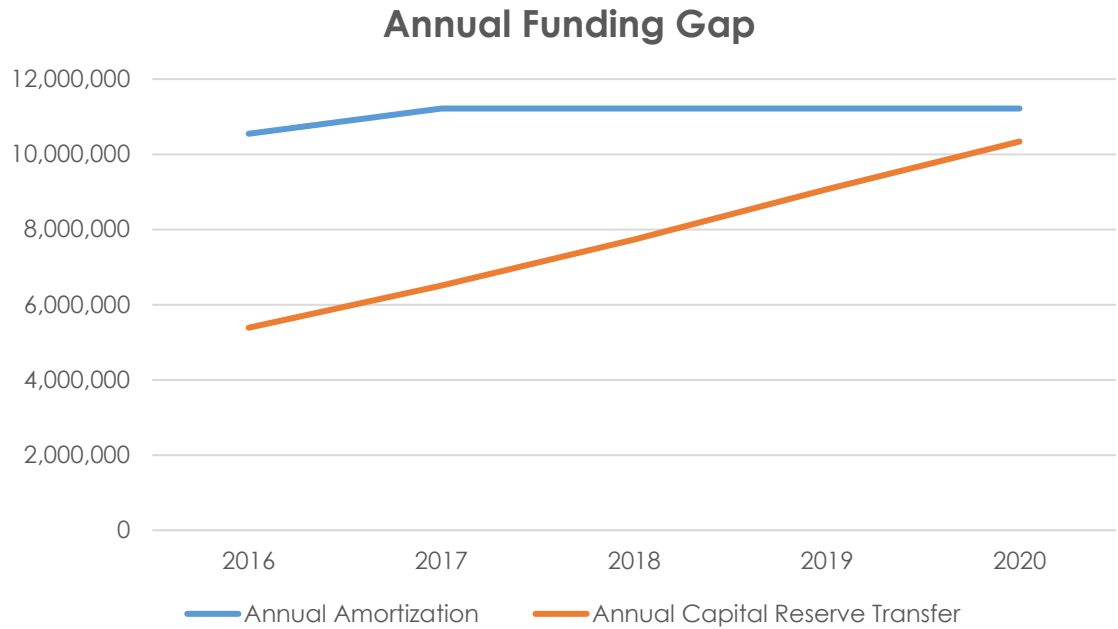
## Operating Overview

### Displayed by Revenues & Expenditures

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Asset Management</b>				
Revenue				
Recoveries & Local Improvements	(3,917)	(3,963)	(46)	1.17%
<b>Total Revenue</b>	(3,917)	(3,963)	(46)	1.17%
Expenditures				
Wages & Benefits	425,535	502,819	77,284	18.16%
Materials & Supplies	7,236	11,081	3,845	53.14%
Utilities	1,213	2,037	824	67.93%
Contracted Services	811	1,288	477	58.82%
Rents & Financial	255	258	3	1.18%
Internal Recoveries/Transfers	(92,935)	(166,992)	(74,057)	79.69%
<b>Total Expenditures</b>	342,115	350,491	8,376	2.45%
<b>Total Asset Management</b>	\$ 338,198	\$ 346,528	\$ 8,330	2.46%

### Displayed by Service

	2019 Approved Budget	2020 Approved Budget	2020 Year to Year \$ Change	2020 Year to Year % Change
<b>Asset Management</b>				
Information to Guide Lifecycle Decision Making for Town Assets	338,198	346,528	8,330	2.46%
<b>Total Asset Management</b>	\$ 338,198	\$ 346,528	\$ 8,330	2.46%



The graph illustrates the annual gap between what is being placed into reserve for asset replacements and the amount that is being depleted each year (amortization) using the existing amount of assets owned by the Town. However, as new buildings are constructed, new streets, streetlights, parks, facilities etc. are assumed from developers, the quantity and value of our assets will increase. A sustained approach to reserve funding is critical to continue to close the gap and ensure funds are set aside annually to at least match the annual amortization. Once this is accomplished in approximately 2024, then the Town can begin to address the historical gap which is the difference between the amount of funds that should be in reserve, compared to the accumulated amortization of all assets. This is a significant amount and will be identified and addressed as part of the comprehensive asset management financial plan currently in progress.



# Approved Capital Plan

# Budget



# How the Capital Budget Comes Together

Putting together the Capital Budget is one of the most impactful and rigorous exercises we perform. Essentially, it's a financial plan for delivering our most-needed projects – things like recreation centres, acquiring new or replacing snow plow trucks and fire halls – everything required to meet the needs of our growing community. That's why Council commits to a Capital Budget for two years, and a further eight-year Capital Plan that lays out where we want to go next. Just like everything else we do, the ten-year plan is constantly refined, retuned and improved depending on our changing priorities and financial health. With all this in mind, here is how we put together the two-year Capital Budget:

- **Step 1: Strategic Plan Guidance.** Before we do anything, we check to see what *you*, the people who live in Innisfil want. Fortunately, over the course of many years we've been gathering feedback from our community and Council through various master plans and surveys. All of that data goes into our Community Strategic Plan *Inspiring Innisfil 2020*, which then provides us with a list of projects and a suggested order to roll them out. Keep in mind, we are constantly updating the Community Strategic Plan too.
- **Step 2: Assessing the Benefits.** Based on our financial health (after all, we want to get good value out of every tax dollar) we go through the list and decide which projects we want to take on, and which ones can wait. We also ask ourselves some tough questions like:
  - What is the benefit of this capital project to the community?
  - How important is this project based on what our Strategic Plan says?
  - Is this something we have to do to meet a Legislative Requirement?
  - How will this impact our Operating Budget? Remember, a new building means new maintenance, meaning a greater impact to our Operating Budget and taxes. We believe that minimizing the impact a Capital Project has on our Operating Budget is important, but we still want to ensure it delivers the services we want.
- **Step 3: What's in and What's Out.** Our Capital Budget staff Committee reviews the list, goes over each project and makes tough decisions about what's needed now, and what can wait. The projects left on this list make up the Capital Budget.



- **Step 4: The Final Review.** The Capital Budget staff Committee looks at the Capital Projects and decides the best timing for when each one should roll out. Whenever a decision is made about timing we ask ourselves, “which projects are a priority for the community and Council?” For example, as much as we love parks, we know that the community wants a new health facility to come first. We also put together a 10-year plan that guides where we want to go next. If we can’t afford something this year, it likely goes into this plan.

## Capital Budget Overview

The following section contains the details of our Capital Budget. The full 10-year plan (2019/2020 approved and 2021–2028 forecasted) is displayed in various ways:

- by service bundle
- by funding source – service bundle view
- by project type
- by expenditure classification
- by funding source – project type view

This section also takes a closer look at the approved 2019 and 2020 capital projects. The details of these capital projects have been broken up into smaller section based on project type. A summary has been provided for each project type that outlines the expenditure classifications and funding sources, as well as further classifying each project into one of three categories: Renewal, Growth, and Enhancement. Project detail sheets have been provided for all approved 2019 and 2020 projects to provide more information about each project. These are found at the end of the project type section.

# Summary: by Service Bundle

Service Bundle	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Asset Management	375,000						40,000				\$ 415,000
Communications & Community Engagement			35,000								\$ 35,000
Community Hubs	1,109,617	389,000	575,300	458,750	170,900	53,800	75,000	17,781,000		240,000	\$ 20,853,367
Community Programming & Activities	12,000	182,170	45,000								\$ 239,170
Community Prosperity								172,500			\$ 172,500
Community Standards	66,400										\$ 66,400
Corporate Management	100,000	20,000	20,000	20,000	100,000	20,000	20,000	20,000	100,000	20,000	\$ 440,000
Financial Management				110,000				120,000			\$ 230,000
Fire Protection	761,300	21,000	746,000	1,001,000	76,000	716,000	2,821,000	11,215,000			\$ 17,357,300
Growing Communities	31,315,864	10,723,181	25,533,990	31,880,573	6,573,890	25,545,334	3,042,646	1,237,288	4,377,936	1,448,240	\$ 141,678,940
Information Technology	396,658	335,915	466,553	280,455	298,415	279,166	342,500	401,500	548,510	221,262	\$ 3,570,934
Parks & Recreation Spaces	2,097,900	1,731,855	9,593,114	2,382,570	1,835,845	2,331,286	7,364,905	1,999,404	2,131,563	1,383,184	\$ 32,851,626
Roadway Network	7,222,862	10,937,870	12,636,074	11,912,217	10,979,420	11,952,250	13,018,930	13,902,130	12,029,640	12,200,180	\$ 116,791,573
Stormwater Management	1,564,828	1,092,415	1,797,320	1,156,318	1,198,016	1,230,107	1,262,500	1,304,502	1,232,212	764,877	\$ 12,603,095
<b>Total</b>	<b>\$ 45,022,429</b>	<b>\$ 25,433,406</b>	<b>\$ 51,448,351</b>	<b>\$ 49,201,883</b>	<b>\$ 21,232,486</b>	<b>\$ 42,127,943</b>	<b>\$ 27,987,481</b>	<b>\$ 48,153,324</b>	<b>\$ 20,419,861</b>	<b>\$ 16,277,743</b>	<b>\$ 347,304,905</b>

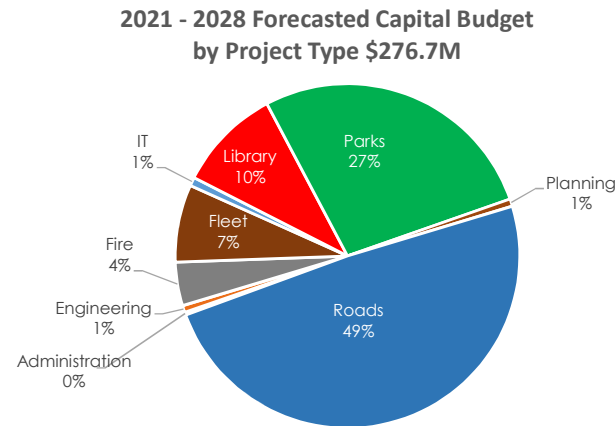
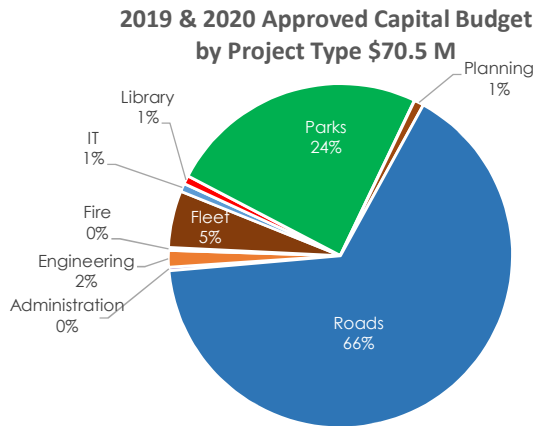


# Summary: Source of Funding by Service Bundle

Service Bundle	Grants & Other Recoveries	Alternative Revenue Source	Capital Tax Levy	Tax Supported Reserves	Development Charges	Restricted Reserve Funds	Total
Asset Management	-	115,000	300,000	-	-	-	\$ 415,000
Communications & Community Engagement	-	35,000	-	-	-	-	\$ 35,000
Community Hubs	-	161,200	20,692,167	-	-	-	\$ 20,853,367
Community Programming & Activities	-	227,170	12,000	-	-	-	\$ 239,170
Community Prosperity	-	66,000	-	52,500	54,000	-	\$ 172,500
Community Standards	-	-	-	66,400	-	-	\$ 66,400
Corporate Management	-	440,000	-	-	-	-	\$ 440,000
Financial Management	-	23,000	-	-	207,000	-	\$ 230,000
Fire Protection	234,000	82,800	769,500	3,995,000	12,276,000	-	\$ 17,357,300
Growing Communities	1,190,000	26,136,150	122,500	280,900	111,926,604	2,022,787	\$ 141,678,940
Information Technology	-	-	1,290,000	2,280,934	-	-	\$ 3,570,934
Parks & Recreation Spaces	-	1,419,799	22,235,512	3,073,300	6,123,015	-	\$ 32,851,626
Roadway Network	23,916,309	232,760	79,161,413	11,386,251	2,094,840	-	\$ 116,791,573
Stormwater Management	-	-	12,603,095	-	-	-	\$ 12,603,095
<b>Total</b>	<b>\$ 25,340,309</b>	<b>\$ 28,938,879</b>	<b>\$ 137,186,187</b>	<b>\$ 21,135,285</b>	<b>\$ 132,681,459</b>	<b>\$ 2,022,787</b>	<b>\$ 347,304,905</b>

# Summary: by Project Type

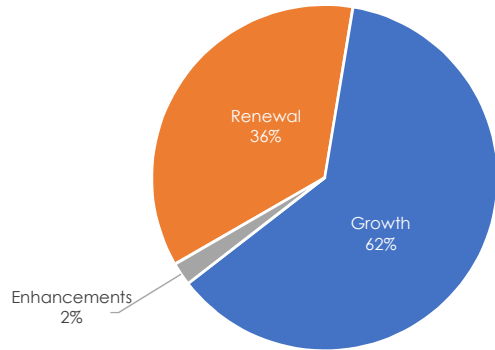
Project Type	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
Administration	175,000	55,000	181,200	130,000	100,000	20,000	20,000	140,000	100,000	20,000	\$ 941,200
Engineering	504,007	590,000	45,000	566,500	221,080	15,000	15,000	15,000	649,400	253,165	\$ 2,874,152
Fire	165,900	21,000	141,000	21,000	21,000	21,000	1,621,000	9,500,000			\$ 11,511,900
Fleet	2,197,400	1,566,400	2,449,764	3,120,937	1,012,700	2,797,200	4,181,200	5,016,700	1,280,300	278,200	\$ 23,900,801
Information Technology	329,500	217,500	397,500	277,500	207,500	207,500	217,500	324,500	447,500	147,500	\$ 2,774,000
Library	183,158	365,585	9,015,353	117,955	1,090,915	16,223,866	200,000	152,000	101,010	73,762	\$ 27,523,604
Parks	11,874,255	5,347,986	19,868,006	5,555,093	2,990,755	9,576,099	9,553,351	20,257,292	5,341,749	2,643,259	\$ 93,007,843
Planning	80,000	561,000	329,000	240,000	240,000	265,000	295,000	340,000	55,000	175,000	\$ 2,580,000
Roads	29,513,209	16,708,935	19,021,528	39,172,898	15,348,536	13,002,278	11,884,430	12,407,832	12,444,902	12,686,857	\$ 182,191,405
<b>Total</b>	<b>\$ 45,022,429</b>	<b>\$ 25,433,406</b>	<b>\$ 51,448,351</b>	<b>\$ 49,201,883</b>	<b>\$ 21,232,486</b>	<b>\$ 42,127,943</b>	<b>\$ 27,987,481</b>	<b>\$ 48,153,324</b>	<b>\$ 20,419,861</b>	<b>\$ 16,277,743</b>	<b>\$ 347,304,905</b>



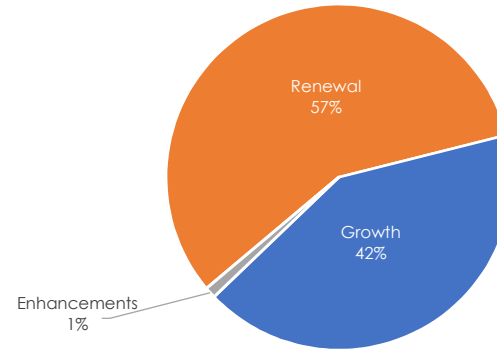
# Summary: Expenditures by Classification

Expenditures Classification	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total
<b>Renewal</b>	11,691,515	13,630,795	23,389,407	16,040,110	13,822,291	15,824,333	22,614,660	36,404,172	15,648,672	14,603,829	\$ 183,669,784
<b>Growth</b>	32,461,164	11,151,951	27,403,054	32,357,773	6,884,890	26,045,034	5,194,046	11,554,088	4,703,986	1,468,240	\$ 159,224,224
<b>Enhancements</b>	869,750	650,660	655,890	804,000	525,305	258,576	178,775	195,064	67,203	205,674	\$ 4,410,897
<b>Total</b>	\$ 45,022,429	\$ 25,433,406	\$ 51,448,351	\$ 49,201,883	\$ 21,232,486	\$ 42,127,943	\$ 27,987,481	\$ 48,153,324	\$ 20,419,861	\$ 16,277,743	\$ 347,304,905

**2019 & 2020 Approved Capital Budget Expenditures by Classification \$70.5 M**



**2021 - 2028 Forecasted Capital Budget Expenditures by Classification \$276.7M**



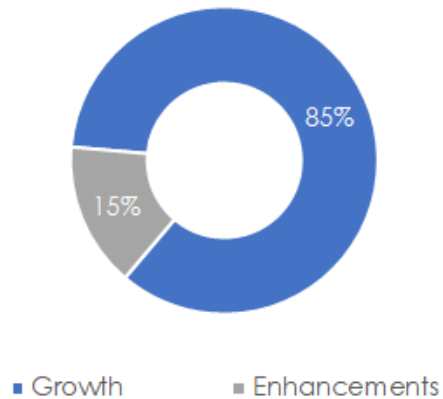
# Summary: Source of Funding by Project Type 2019 & 2020

Project Type	Grants & Other Recoveries	Alternative Revenue Source	Capital Tax Levy	Tax Supported Reserves	Development Charges	Restricted Reserve Funds	Total
<b>Administration</b>	-	195,000	35,000	-	-	-	\$ 230,000
<b>Engineering</b>	690,000	268,503	-	-	135,504	-	\$ 1,094,007
<b>Fire</b>	-	-	64,500	-	122,400	-	\$ 186,900
<b>Fleet</b>	234,000	63,190	-	2,536,500	930,110	-	\$ 3,763,800
<b>IT</b>	-	-	282,000	265,000	-	-	\$ 547,000
<b>Library</b>	-	182,170	204,000	162,573	-	-	\$ 548,743
<b>Parks</b>	500,000	1,957,061	4,653,800	-	10,034,980	76,400	\$ 17,222,241
<b>Planning</b>	-	318,800	-	-	322,200	-	\$ 641,000
<b>Roads</b>	5,063,373	6,683,002	13,243,474	-	19,285,908	1,946,387	\$ 46,222,144
<b>Total 2019 &amp; 2020</b>	\$ 6,487,373	\$ 9,667,726	\$ 18,482,774	\$ 2,964,073	\$ 30,831,102	\$ 2,022,787	\$ 70,455,835
<b>Total 2021 - 2028</b>	\$ 18,852,936	\$ 19,271,153	\$ 118,703,413	\$ 18,171,212	\$ 101,850,357	\$ -	\$ 276,849,071
<b>Total 2019 - 2028</b>	\$ 25,340,309	\$ 28,938,879	\$ 137,186,187	\$ 21,135,285	\$ 132,681,459	\$ 2,022,787	\$ 347,304,905

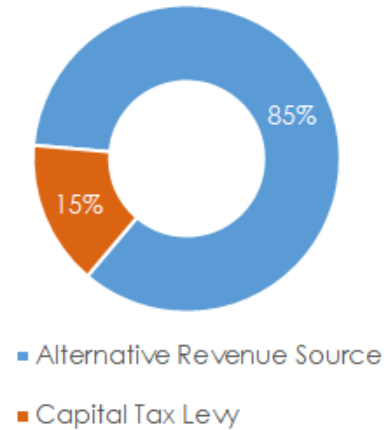
# Summary: Administration Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Growth	175,000	20,000	195,000	711,200	\$ 906,200
Enhancements	-	35,000	35,000	-	\$ 35,000
<b>Expenditures by Classification Total</b>	<b>\$ 175,000</b>	<b>\$ 55,000</b>	<b>\$ 230,000</b>	<b>\$ 711,200</b>	<b>\$ 941,200</b>
<b>Source of Funding</b>					
Alternative Revenue Source	175,000	20,000	195,000	504,000	\$ 699,000
Capital Tax Levy	-	35,000	35,000	-	\$ 35,000
Development Charges	-	-	-	207,000	\$ 207,000
<b>Source of Funding Total</b>	<b>\$ 175,000</b>	<b>\$ 55,000</b>	<b>\$ 230,000</b>	<b>\$ 711,000</b>	<b>\$ 941,000</b>

2019 & 2020 Approved Administration Projects - Expenditures by Classification



2019 & 2020 Approved Administration Projects - Source of Funding



# Projects: Administration

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Growth</b>						
ADM10 Inspiring Innisfil 2020 - Initiative	100,000	20,000	120,000	320,000	\$ 440,000	Corporate Management
ADM20 Update Development Charges Background Study	-	-	-	230,000	\$ 230,000	Financial Management
ADM34 Fleet Strategic Analysis Plan	75,000	-	75,000	-	\$ 75,000	Asset Management
ADM35 Electronic Vehicle Chargers	-	-	-	161,200	\$ 161,200	Community Hubs
<b>Total Growth Projects</b>	<b>175,000</b>	<b>20,000</b>	<b>195,000</b>	<b>711,200</b>	<b>\$ 906,200</b>	
<b>Enhancements</b>						
ADM26 Risk Management Software - Legal Services	-	35,000	35,000	-	\$ 35,000	Information Technology
<b>Total Enhancement Projects</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>\$ 35,000</b>	
<b>Total Administration Projects</b>	<b>\$ 175,000</b>	<b>\$ 55,000</b>	<b>\$ 230,000</b>	<b>\$ 711,200</b>	<b>\$ 941,200</b>	

## Capital Budget Project Detail Sheet

**Service Area:** CAO/Admin  
**Project Number:** ADM10  
**Project Name:** Inspiring Innisfil 2020 - Initiative

### Project Description

"Inspiring Innisfil 2020" the Town's current strategic plan will expire during the next term of Council. While it has had some updates in recent years, much has changed in the municipality and globally since March of 2011 when Inspiring Innisfil 2020 was approved.

Inspiring Innisfil 2020 was the municipality's very first strategic planning document. The Town has benefitted from having those guidelines and action plans as they provided roadmap for Town activities. We have learned from the implementation experience what we could have done differently or what we could have improved. For example, how should we deal with the evaluation and acceptance process for unique opportunities that arise after the plan has been approved and how do we establish priorities or benchmarks? Those learnings will be incorporated into the new plan.

### Project Justification

Inspiring Innisfil 2020 was last updated in 2016.

The funds will assist staff in developing a new Plan complete with performance measures and reporting mechanisms to ensure that the plan's objectives are achieved.

### Project Implications

A Strategic Plan identifies community values and guides activities so that community needs are met. It establishes benchmarks whereby all town strategic activities can be prioritized, measured and evaluated. When a unique opportunity arises, a strong Strategic Plan provides the tools to determine whether it should be pursued or declined.

A municipality without a viable strategic plan is like a ship without a rudder.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering (External support)	\$140,000	\$70,000				\$70,000	\$70,000	\$350,000
Other (Internal Staff Time & Research)	\$110,000	\$30,000	\$20,000	\$20,000	\$20,000	\$30,000	\$110,000	\$340,000
<b>Total Capital Costs</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>	<b>\$180,000</b>	<b>\$690,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$200,000	\$100,000	\$20,000	\$20,000	\$20,000	\$100,000	\$180,000	\$640,000
Grants	\$50,000							\$50,000
<b>Total Capital Funding Sources</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$100,000</b>	<b>\$180,000</b>	<b>\$690,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** ADM26  
**Project Name:** Risk Management Software - Legal Services

### Project Description

To purchase risk management software to provide claims and incident tracking and management. To track payments and recoveries for 3rd party claims and to improve town processes and procedures. To allow for proper and accurate reporting to management and counsel of claims and potential risks in order to effectively protect the Town against losses relating to those risks. As well as manage Health and Safety inspections, incidents and accidents and assist with reporting to the Ministry of Labour as required.

### Project Justification

Currently the Town does not have the capability to effectively manage, track or report on claims against the municipality or the ability to provide appropriate reporting to management and counsel. Currently all tracking and reporting is done manually, which is time consuming and doesn't necessarily provide an accurate overview of the risks of the Town. With the use of Risk Management software the Legal Services Department could easily track, manage, and report on all claims, litigations, exposures, and policies to management and counsel. We would be able to cross-reference 3rd party claims and worker related injuries, incidents and inspections to identify potential risks to the Town and work to mitigate those risks.

### Project Implications

By not doing this project, manually tracking of risks will continue. This will take increasing amounts of staff time as the Municipality grows and has the potential to have a risk missed due to human error. This could leave the Town exposed to any missed risks.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Materials	\$35,000						\$35,000
<b>Total Capital Costs</b>	<b>\$35,000</b>						<b>\$35,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$35,000						\$35,000
<b>Total Capital Funding Sources</b>	<b>\$35,000</b>						<b>\$35,000</b>

Net Annual Operating Budget Impact	2020	2021	2022	2023	2024
Annual Fees		\$3,300	\$3,400	\$3,500	\$3,600
<b>Total Operating Budget Impact</b>		<b>\$3,300</b>	<b>\$3,400</b>	<b>\$3,500</b>	<b>\$3,600</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** ADM34  
**Project Name:** Fleet Strategic Analysis Plan

**Project Description**

Fleet Strategic Analysis Plan - Fleet Services Capacity and Growth Potential Study.

**Project Justification**

In order to expand efficiencies with the Fleet Services Department and maximize revenue generation and external servicing, a detailed strategic analysis is required to accurately forecast growth capacity and optimal revenue targets for external clients while balancing internal service needs.

This project aligns with Strategic Plan objectives; 3.1.1, 3.1.3, 3.2.3, 3.5.2, 5.2.3 and 5.3.3.

This project will assign an independent fleet industry consultant with in depth knowledge and focus on industry trends, performance and bench marking.

This process will allow Innisfil to grow its fleet services in a progressive, proactive and systematic approach through identifying and understanding up front its maximum growth potential, and the ability to capitalize on external revenue sources and improving service time allotment.

The process will provide an analysis of the physical shop, a process mapping review, staff compliment forecasting, capacity bench marking, revenue sources available and recommendations on the next steps required to achieve optimal results and potential revenue sources.

Currently Fleet is providing services to InnPower, InnServices, Innisfil Fire and South Simcoe Police. The report will show any potential capacity which will allow Fleet Services to explore additional revues and potential of capitalizing on other external servicing from other municipalities, utility or private agencies. This will benefit Fleet Services, Operations and the Corporation as a whole if alternative revenues are available.

**Project Implications**

Unknown capacity for the fleet shop and resources may lead to a business model that is not working to maximize capacity or over capacity hindering the maximum returns.

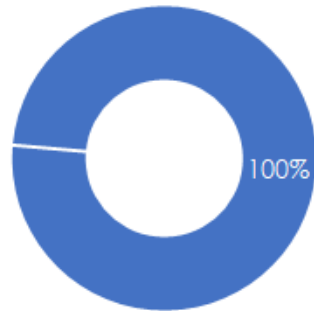
Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering	\$75,000						\$75,000
<b>Total Capital Costs</b>	<b>\$75,000</b>						<b>\$75,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$75,000						\$75,000
<b>Total Capital Funding Sources</b>	<b>\$75,000</b>						<b>\$75,000</b>

# Summary: Engineering Projects

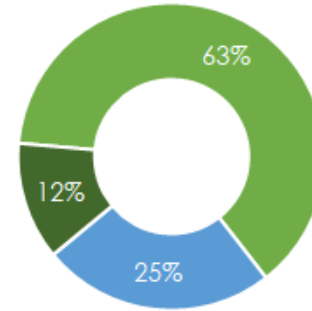
	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Growth	504,007	590,000	1,094,007	1,780,145	\$ 2,874,152
<b>Expenditures by Classification Total</b>	<b>\$ 504,007</b>	<b>\$ 590,000</b>	<b>\$ 1,094,007</b>	<b>\$ 1,780,145</b>	<b>\$ 2,874,152</b>
<b>Source of Funding</b>					
Grants & Other Recoveries	115,000	575,000	690,000	-	\$ 690,000
Alternative Revenue Source	260,253	8,250	268,503	896,072	\$ 1,164,575
Development Charges	128,754	6,750	135,504	884,073	\$ 1,019,577
<b>Source of Funding Total</b>	<b>\$ 504,007</b>	<b>\$ 590,000</b>	<b>\$ 1,094,007</b>	<b>\$ 1,780,145</b>	<b>\$ 2,874,152</b>

2019 & 2020 Approved Engineering Projects - Expenditures by Classification



■ Growth

2019 & 2020 Approved Engineering Projects - Source of Funding



- Grants & Other Recoveries
- Alternative Revenue Source
- Development Charges

# Projects: Engineering

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Growth</b>						
ENG34 Engineering Standards Update	15,000	15,000	30,000	120,000	\$ 150,000	Growing Communities
ENG48 Strategic Plan - 3.4.3 - Promote Environmental Responsibility throughout Community	130,000	-	130,000	-	\$ 130,000	Growing Communities
ENG52 Transportation Master Plan Update 2022 and 2027	-	-	-	1,185,900	\$ 1,185,900	Growing Communities
ENG53 Town Campus Servicing Master Plan	115,000	575,000	690,000	-	\$ 690,000	Growing Communities
ENG56 Sustainable Development Goals	244,007	-	244,007	-	\$ 244,007	Growing Communities
ENG57 Software for Sustainable Infrastructure	-	-	-	30,000	\$ 30,000	Growing Communities
ENG59 Stormwater Management Master Plan Update	-	-	-	444,245	\$ 444,245	Growing Communities
<b>Total Growth Projects</b>	<b>504,007</b>	<b>590,000</b>	<b>1,094,007</b>	<b>1,780,145</b>	<b>\$ 2,874,152</b>	
<b>Total Engineering Projects</b>	<b>\$ 504,007</b>	<b>\$ 590,000</b>	<b>\$ 1,094,007</b>	<b>\$ 1,780,145</b>	<b>\$ 2,874,152</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG34  
**Project Name:** Engineering Standards Update

### Project Description

Update the Town of Innisfil Engineering Design Standards and Specifications annually to reflect new technologies, best practices, environmental sustainability, and to accommodate continued growth within the community.

### Project Justification

The Town of Innisfil Engineering Design Standards and Specifications are intended to provide clarity to the Engineers, Landscape Architects, and Contractors who design and install municipal infrastructure within the Town. These Standards help to ensure that Town infrastructure will be environmentally sustainable, accommodate maintenance and operational needs, improve accessibility for the disabled, and reflect sound engineering principles, all while facilitating and supporting the continued growth of the community.

The engineering standards were first prepared in 2011. As a living document, the standards must be updated regularly to ensure that the Town is adopting best practices and taking advantage of new and developing technologies. Therefore, the standards are revisited annually.

This project was included in the 2018 Development Charges Background Study.

This project supports the following Strategic Plan objectives:

- 3.4.3 Promote environmental responsibility throughout the community
- 2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities
- 3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.
- 1.1.3 Collaborate with developers to design, build, service and sustain the community we want.

### Project Implications

As a living document, the standards must be updated regularly to ensure that the Town is adopting best practices and taking advantage of new and developing technologies.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering (Speciality Technical Engineering Support)	\$45,000	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500	\$120,000
Internal Staff Charges	\$30,000	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500	\$105,000
<b>Total Capital Costs</b>	<b>\$75,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$75,000</b>	<b>\$225,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$41,250	\$8,250	\$8,250	\$8,250	\$8,250	\$8,250	\$41,250	\$123,750
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.7.1 pg. 165)	\$33,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$33,750	\$101,250
<b>Total Capital Funding Sources</b>	<b>\$75,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$75,000</b>	<b>\$225,000</b>

#### **Other Information**

Q1 2019, Q1 2020 - Standard review and update

Q2 2019, Q2 2020 - Publish updated standards

Focus on LID, Climate Change & Salt Management.

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG48  
**Project Name:** Strategic Plan - 3.4.3 - Promote Environmental Responsibility throughout Community

**Project Description**  
 Promote Environmental Responsibility Throughout Community.  
  
 To champion through public engagement and awareness environmental responsibility throughout the community.  
  
 Collaborate with external agency partners and internal service areas to identify what initiations/programs already exist.  
  
 Incorporate external agency partner and internal service area initiatives into existing Town policies and bylaws.  
  
 Collaborate externally/internally to piggyback opportunities to promote.

**Project Justification**  
 Supports II2020 Strategic Community Plan objective 3.4.3. Promote environmental responsibility throughout the community.  
  
 Increase in participation in environmentally sustainable initiatives.

**Project Implications**  
 If not completed there would be missed opportunities to promote public awareness and participation in environmentally sustainable programs.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$10,000						\$10,000
Consulting/Engineering	\$60,000						\$60,000
Internal Staff Charges	\$60,000						\$60,000
<b>Total Capital Costs</b>	<b>\$130,000</b>						<b>\$130,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
ARS	\$130,000						\$130,000
<b>Total Capital Funding Sources</b>	<b>\$130,000</b>						<b>\$130,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG53  
**Project Name:** Town Campus Servicing Master Plan

### Project Description

The Town Campus requires infrastructure to support growth on the campus. The Town requires a study to confirm a servicing master plan for the Town Campus in conjunction with Town Campus Master Plan that outlines at a high level types of facilities that could be located on the Town Campus. The study will provide the Town with a phased sequence of construction improvements to begin in 2020 and will consider water, sanitary and storm servicing infrastructure.

Other design activities that are taking place on campus to support servicing improvements for the Rizzardo Health & Wellness Centre have identified the need to extend watermain looping south to the salt dome as well as adjacent to Kempenfelt Bay School in #1 & #2 - to be confirmed and through the study. This study will also include detailed design of the aforementioned water looping improvements.

### Project Justification

The Town has been conducting design for infrastructure on the Town Campus to support various new buildings and improvements. The Campus is now at a pinch point where no new growth can be supported without significant improvements to the servicing infrastructure. The Campus must be analyzed at a high level in order to design and support for future growth as well as to adequately support the facilities that are currently on the campus.

Town staff have been made aware that water pressure and distribution in the various facilities on Town Campus are not functioning as designed. Unfortunately, the water is not able to get to the various facilities on the Town Campus fast enough to extinguish fires. There is an additional risk that should there be multiple fires on the Town campus, only one facility would be able to receive water from the water system. In order to mitigate this risk, the Town is making plans to install water looping that will help the facilities receive water from additional sources in the water system. These improvements are being designed with the knowledge that an additional watermain is scheduled to be constructed from Alcona westward past the Town Campus in the short term (1-5 years) through a Simcoe County led project.

This project was recommended in the 2018 DC Background Study.

The project supports the following objectives of the Strategic Plan:

3.5.1 - Continue to develop effective asset management plans for all municipal capital assets

3.5.2 - Develop focussed and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

5.4.3 Coordinate the development, updating and maintenance of master plans to ensure their relevance and effective support for decision making

### Project Implications

If this project does not proceed, the Town will spend more money continuing to design for each building as the applications come in. The infrastructure network will remain at a deficit with marginal service.

In addition, the facilities that are already on the Town Campus risk inadequate fire protection as the anticipated water that is needed to suppress fires are not able to get to the buildings that are on the site. This exposes the Town to liability.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Construction of Salt Dome Watermain Looping )		\$500,000					\$500,000
Internal Staff Charges	\$15,000	\$25,000					\$40,000
EA/Studies (Master Plan Study incl. prelim design)	\$100,000						\$100,000
Design/Engineering (Detailed Design of Salt Dome Watermain Looping )		\$12,500					\$12,500
Design/Engineering (CA/CI)		\$37,500					\$37,500
<b>Total Capital Costs</b>	<b>\$115,000</b>	<b>\$575,000</b>					<b>\$690,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Other (Future Water DC's estimated 100% eligible)	\$115,000	\$575,000					\$690,000
<b>Total Capital Funding Sources</b>	<b>\$115,000</b>	<b>\$575,000</b>					<b>\$690,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG56  
**Project Name:** Sustainable Development Goals

### Project Description

On January 1, 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development adopted by world leaders in September 2015 at an historic United Nations Summit officially came into force. Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilize efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

The SDGs, also known as Global Goals, build on the success of the Millennium Development Goals (MDGs) and aim to go further to end all forms of poverty. The new Goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. They recognize that ending poverty must go hand-in-hand with strategies that build economic growth and addresses a range of social needs including education, health, social protection, and job opportunities, while tackling climate change and environmental protection.

While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of the 17 Goals. Countries have the primary responsibility for follow-up and review of the progress made in implementing the Goals, which will require quality, accessible and timely data collection. Regional follow-up and review will be based on national-level analyses and contribute to follow-up and review at the global level.

Sustainable Development Goals:

Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal 5. Achieve gender equality and empower all women and girls

Goal 6. Ensure availability and sustainable management of water and sanitation for all

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovationat desertification, and halt and reverse land

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12. Ensure sustainable consumption and production patterns

Goal 13. Take urgent action to combat climate change and its impacts

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

### **Project Justification**

This project is intended to provide guidance to other ongoing capital projects that relate to these sustainable development goals.

By following these guidelines, the Town will be contributing their part to achieve these goals to help transform the world.

This project was included in the 2018 Development Charges Background Study.

This project supports many of the objectives of the Strategic Plan, including but not limited to the following:

3.3.1 Develop a poverty reduction strategy

3.4.3 Promote environmental responsibility throughout the community

2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities

3.4.1 - Develop strategies to protect and sustain our water resources

3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

1.1.3 Collaborate with developers to design, build, service and sustain the community we want.

3.5.1 - Continue to develop effective asset management plans for all municipal capital assets

3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

3.4.2 Investigate options to ensure environmental protection of the lake and shoreline (connects to 2.5.4)

### **Project Implications**

If not completed we will miss an opportunity to implement a framework for the UNs 17 sustainable development goals to help guide our ongoing capital projects.

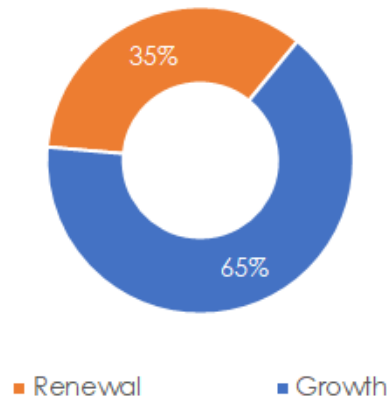
<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Implementation	\$244,007						\$244,007
<b>Total Capital Costs</b>	<b>\$244,007</b>						<b>\$244,007</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Roads DCA (Draft DC 50% eligibility)	\$122,004						\$122,004
ARS	\$122,003						\$122,003
<b>Total Capital Funding Sources</b>	<b>\$244,007</b>						<b>\$244,007</b>

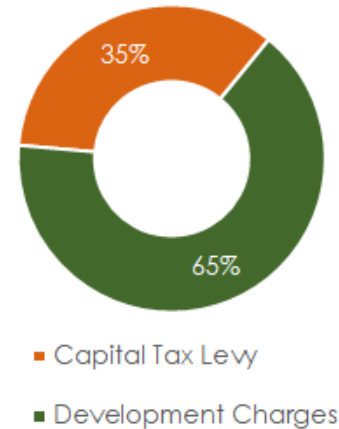
# Summary: Fire Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	43,500	21,000	64,500	705,000	\$ 769,500
Growth	122,400	-	122,400	10,620,000	\$ 10,742,400
<b>Expenditures by Classification Total</b>	<b>\$ 165,900</b>	<b>\$ 21,000</b>	<b>\$ 186,900</b>	<b>\$ 11,325,000</b>	<b>\$ 11,511,900</b>
<b>Source of Funding</b>					
Alternative Revenue Source	-	-	-	82,800	\$ 82,800
Capital Tax Levy	43,500	21,000	64,500	705,000	\$ 769,500
Development Charges	122,400	-	122,400	10,537,200	\$ 10,659,600
<b>Source of Funding Total</b>	<b>\$ 165,900</b>	<b>\$ 21,000</b>	<b>\$ 186,900</b>	<b>\$ 11,325,000</b>	<b>\$ 11,511,900</b>

2019 & 2020 Approved Fire Projects - Expenditures by Classification



2019 & 2020 Approved Fire Projects - Source of Funding



# Projects: Fire

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
FIRE2 Volunteer Firefighter Bunker Gear	21,000	21,000	42,000	105,000	\$ 147,000	Fire Protection
FIRE48 Bunker Gear Extractor (Washing) Machine	22,500	-	22,500	-	\$ 22,500	Fire Protection
FIRE56 Self Contained Breathing Apparatus	-	-	-	600,000	\$ 600,000	Fire Protection
<b>Total Renewal Projects</b>	<b>43,500</b>	<b>21,000</b>	<b>64,500</b>	<b>705,000</b>	<b>\$ 769,500</b>	
<b>Growth</b>						
FIRE57 Air Cylinder Filling Station	80,000	-	80,000	-	\$ 80,000	Fire Protection
FIRE58 Fire Station #6 - Innisfil Heights	-	-	-	10,500,000	\$ 10,500,000	Fire Protection
FIRE59 Pumper Testing Unit	-	-	-	120,000	\$ 120,000	Fire Protection
FIRE60 Outfit 2019 SLC Firefighters	42,400	-	42,400	-	\$ 42,400	Fire Protection
<b>Total Growth Projects</b>	<b>122,400</b>	<b>-</b>	<b>122,400</b>	<b>10,620,000</b>	<b>\$ 10,742,400</b>	
<b>Total Fire Projects</b>	<b>\$ 165,900</b>	<b>\$ 21,000</b>	<b>\$ 186,900</b>	<b>\$ 11,325,000</b>	<b>\$ 11,511,900</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE2  
**Project Name:** Volunteer Firefighter Bunker Gear

### Project Description

Bunker Gear associated with outfitting volunteer and career firefighters.

### Project Justification

Firefighting Bunker Gear has an expiry date of 10 years after manufacture date. NFPA Standard 1851 requires bunker gear be replaced every 10 years regardless of condition. Bunker Gear consists of pants, jacket, boots, helmet, gloves and balaclava.

As there are 120 sets of bunker gear required, yearly funding requests will allow for 12 sets of gear to be replaced each year. This ensures we meet the 10 year in-service stipulation. Pricing has been updated to reflect pricing received as part of a competitive process in 2015 with some additional funds to cover the weak Canadian dollar.

### Project Implications

Firefighting operations cannot be conducted without Health and Safety compliant bunker gear. To not replace expired gear would result in our firefighters being unable to perform their duties.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$134,600	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$42,000	\$281,600
<b>Total Capital Costs</b>	<b>\$134,600</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$42,000</b>	<b>\$281,600</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Fire DCA	\$24,000							\$24,000
ARS-Post Period DC	\$24,000							\$24,000
Discr.RF-Capital	\$86,600	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$42,000	\$233,600
<b>Total Capital Funding Sources</b>	<b>\$134,600</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$21,000</b>	<b>\$42,000</b>	<b>\$281,600</b>



**Other Information**

Station 1 at full complement has 24 volunteer firefighters.

Station 2 Lefroy has 24 Volunteer firefighters and 20 career firefighters and is manned 24/7.

Station 3 Stroud and Station 4 Cookstown are all volunteer stations each with a full complement of 24 volunteer firefighters.

Station 5 Big Bay Point is currently staffed with 12 career firefighters. Some volunteer firefighters will be relocated to to Station 5 when the new station is completed.

In addition to firefighters listed above, Fire Chief, Deputy Fire Chiefs, Training Officer, and Fire Prevention staff all require Bunker Gear.

### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE48  
**Project Name:** Bunker Gear Extractor (Washing) Machine  
**Timeline for Project/Construction:** 2019 Q4

**Project Description**  
 This project will allow for the purchase of one bunker gear extractors for Lefroy Station.

**Project Justification**  
 Bunker gear extractors are machines used to clean firefighting suits (bunker gear.) They are equipment designed specifically to deep clean garments while at the same time, protecting the delicate inner workings contained within the suit. To ensure firefighter safety, the Occupational Health and Safety Act, NFPA Standard 1500 and 1851(Ch.7) all require the cleaning of bunker gear immediately following a fire or after coming in contact with bodily or harmful fluids. Currently, one extractor is in operation and is located at the Alcona station. This project would replace this unit (reached end of service life and reallocate to the Lefroy station). Second machine to be housed in the Big Bay Point station (Station 5), to be purchased as part of capital project FIRE8, will help to distribute machine use between both stations.

**Project Implications**  
 Should Council not approve the replacement machine, it is estimated that machine located at BBP could have a shorter than expected life expectancy. This is due to its heavy use - given increased call volumes, one machine to wash the gear for 5 stations is a lot. Additionally, having only one machine throughout the Town can cause delays and firefighters with dirty/contaminated gear to be out of service should the machine fail for mechanical reasons.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (Lefroy Station)	\$22,500						\$22,500
<b>Total Capital Costs</b>	<b>\$22,500</b>						<b>\$22,500</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$22,500						\$22,500
<b>Total Capital Funding Sources</b>	<b>\$22,500</b>						<b>\$22,500</b>

**Other Information**  
 Electrical and plumbing provisions were made when constructing the new Lefroy station - installation costs should be minimal.

### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE57  
**Project Name:** Air Cylinder Filling Station  
**Timeline for Project/Construction:** 2019 Q4

**Project Description**  
 This project will allow for an air cylinder filling station to be placed at Station 5 (Big Bay Point).

**Project Justification**  
 Currently, the Department has one filling station located at the Lefroy Station. During fire situations, bottles must be filled in a timely fashion so firefighters can continue to operate in smoke/fire situations. Placing a second compressor in the north end of the Town will ensure an adequate supply of fresh cylinders is available throughout the town.

**Project Implications**  
 Without a second unit, a shorter life expectancy for our current unit is expected due to overuse. Additionally, driving to Lefroy from a fire scene in the north part of town can cause significant delays for firefighters needing fresh breathing air. Also, should the existing fill station break down, without a second unit all bottles need to be re-filled in either Barrie or BWG. This larger time delay would create even further delays.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$80,000						\$80,000
<b>Total Capital Costs</b>	<b>\$80,000</b>						<b>\$80,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Oblig.RF-Fire DCA (100% DC Funded Post Period 2.4.6 pg. 88)	\$80,000						\$80,000
<b>Total Capital Funding Sources</b>	<b>\$80,000</b>						<b>\$80,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Semi-annual air quality testing	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Operating Budget Impact</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

**Other Information**  
 Station 5 has been designed to house an air cylinder filling station and no additional space will be required in the construction of the station. Some additional ventilation and mechanical requirements will be required during installation and is included in this project.

### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE60  
**Project Name:** Outfit 2019 SLC Firefighters

**Project Description**

2019 Service Level Change for Firefighters - outfit positions with PPE/Equipment.

**Project Justification**

Having Firefighters stationed in the Big Bay Point area since November 2017 had a positive and direct impact on total response time in the Big Bay Point area. Total response time to emergencies in the Friday Harbour development and fires outside the development dramatically decreased, resulting in hundreds of thousands of dollars of property being saved from the destruction of fire.

This Service Level Change will allow Station 2 and Station 5 to have five (5) career Firefighters regularly scheduled on duty, maintaining a minimum of four (4) Firefighters at each station (due to annual vacation, lieu time and offsite training).

Fire service leaders and professional standard setting bodies acknowledge that until a minimum of four (4) Firefighters assemble at a fire scene, there are not sufficient Firefighters to safely make entry into a building. No operations to rescue occupants or initiate interior fire suppression operations (offensive attack) can safely take place until four (4) Firefighters are on scene.

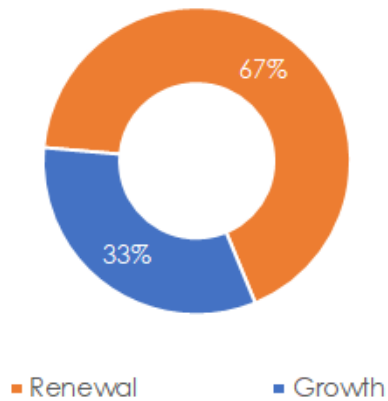
Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Equipment/Fleet (8 Career Firefighters)	\$42,400						\$42,400
<b>Total Capital Costs</b>	<b>\$42,400</b>						<b>\$42,400</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Oblig.RF-Fire DCA (100% DC Funded 2.4.3 pg. 88 )	\$42,400						\$42,400
<b>Total Capital Funding Sources</b>	<b>\$42,400</b>						<b>\$42,400</b>

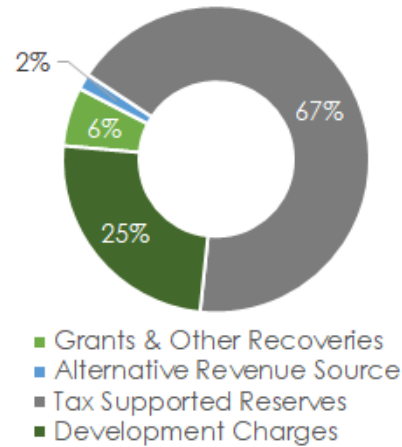
# Summary: Fleet Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	1,217,600	1,318,900	2,536,500	16,317,851	\$ 18,854,351
Growth	979,800	247,500	1,227,300	3,819,150	\$ 5,046,450
<b>Expenditures by Classification Total</b>	<b>\$ 2,197,400</b>	<b>\$ 1,566,400</b>	<b>\$ 3,763,800</b>	<b>\$ 20,137,001</b>	<b>\$ 23,900,801</b>
<b>Source of Funding</b>					
Grants & Other Recoveries	234,000	-	234,000	-	\$ 234,000
Alternative Revenue Source	38,440	24,750	63,190	256,415	\$ 319,605
Tax Supported Reserves	1,217,600	1,318,900	2,536,500	16,317,851	\$ 18,854,351
Development Charges	707,360	222,750	930,110	3,562,735	\$ 4,492,845
<b>Source of Funding Total</b>	<b>\$ 2,197,400</b>	<b>\$ 1,566,400</b>	<b>\$ 3,763,800</b>	<b>\$ 20,137,001</b>	<b>\$ 23,900,801</b>

2019 & 2020 Approved Fleet Projects - Expenditures by Classification



2019 & 2020 Approved Fleet Projects - Source of Funding



# Projects: Fleet

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
FLT29 Replacement 20 Ton Float 92-34	-	-	-	33,264	\$ 33,264	Roadway Network
FLT87 Replace Toro Z-Master Riding lawn mower Unit# 09-106	-	22,000	22,000	-	\$ 22,000	Parks & Recreation Spaces
FLT98 Replace Wood Chipper Unit 06-81	-	53,200	53,200	-	\$ 53,200	Roadway Network
FLT111 Replace one (1) Zero Turn Riding Mower with Winter Conversion Kit 09-110	30,000	-	30,000	-	\$ 30,000	Parks & Recreation Spaces
FLT112 Replace Toro Workman Unit# 09-111	24,000	-	24,000	-	\$ 24,000	Parks & Recreation Spaces
FLT116 Replace Unit 08-08 Tandem Axle Water/Anti icing	-	316,000	316,000	-	\$ 316,000	Roadway Network
FLT118 Replace Seppi Flail Mower Unit# 07-14	-	21,000	21,000	-	\$ 21,000	Roadway Network
FLT133 Replace Steamer 08-101	-	-	-	25,100	\$ 25,100	Roadway Network
FLT147 Replace Unit# 12-140 - 16 foot mower	-	100,000	100,000	-	\$ 100,000	Parks & Recreation Spaces
FLT148 Replace Large Material Spreader (Topdress) Unit# 10-120	-	-	-	35,000	\$ 35,000	Parks & Recreation Spaces
FLT149 Replace Mower Attachment Unit# 10-143	-	-	-	28,000	\$ 28,000	Parks & Recreation Spaces
FLT157 Replace Steamer Unit 01-13	-	-	-	25,100	\$ 25,100	Roadway Network
FLT161 Replace Pick-up 10-09	54,600	-	54,600	-	\$ 54,600	Roadway Network
FLT163 Replace Service Dump Truck Unit# 09-109	92,500	-	92,500	-	\$ 92,500	Roadway Network
FLT164 Replace Sidewalk Articulating Tractor Unit# 09-131	186,500	-	186,500	-	\$ 186,500	Roadway Network

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT165 Replace Patrol Truck 10-132	66,300	-	66,300	-	\$ 66,300	Roadway Network
FLT167 Replace Service Dump Truck Unit# 10-37	-	97,000	97,000	-	\$ 97,000	Roadway Network
FLT168 Replace Portable Traffic Lights 10-114 & 10-115	-	-	-	51,000	\$ 51,000	Roadway Network
FLT170 Replace Tandem Axle Unit# 10-129	366,400	-	366,400	-	\$ 366,400	Roadway Network
FLT171 Replace Tandem Axle unit# 10-130	-	366,400	366,400	-	\$ 366,400	Roadway Network
FLT172 Replace Patrol Truck Unit# 11-30	-	-	-	65,900	\$ 65,900	Roadway Network
FLT173 Replace trailer mounted sign board unit# 11-134	-	-	-	33,900	\$ 33,900	Roadway Network
FLT176 Replace Sidewalk/Trackless unit# 12-10	-	-	-	184,937	\$ 184,937	Roadway Network
FLT177 Replace Backhoe Unit 12-31	-	165,000	165,000	-	\$ 165,000	Roadway Network
FLT178 Replace Patrol Truck unit# 09-35	-	-	-	52,300	\$ 52,300	Roadway Network
FLT179 Replace Service Truck Unit# 12-39	-	-	-	59,800	\$ 59,800	Roadway Network
FLT180 Replace Generator Unit# 08-100	-	-	-	46,400	\$ 46,400	Roadway Network
FLT181 Replace Hot Box Unit 12-142	-	-	-	46,400	\$ 46,400	Roadway Network
FLT183 Replace Tandem Axle unit# 13-05	-	-	-	421,900	\$ 421,900	Roadway Network
FLT184 Replace Patrol Truck Unit# 13-06	-	-	-	51,300	\$ 51,300	Roadway Network
FLT185 Replace Float unit# 08-11	-	-	-	25,400	\$ 25,400	Roadway Network
FLT186 Replace Service Dump Truck Unit# 13-17	-	-	-	111,600	\$ 111,600	Roadway Network
FLT187 Replace Bi-Directional Tractor Unit# 13-22	-	-	-	175,900	\$ 175,900	Roadway Network



	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT190 Replace Tandem Axle unit# 14-12	-	-	-	442,200	\$ 442,200	Roadway Network
FLT191 Replace Single Axle Plow dump unit# 14-20	-	-	-	375,400	\$ 375,400	Roadway Network
FLT192 Replace Trailer Mounted Water Pump Unit# 09-103	-	-	-	59,300	\$ 59,300	Roadway Network
FLT193 Replace Pick Up 2015-16	-	-	-	65,800	\$ 65,800	Roadway Network
FLT194 Replace loader 15-32	-	-	-	336,800	\$ 336,800	Roadway Network
FLT195 Replace Service Crane Truck Unit #15-33	-	-	-	198,000	\$ 198,000	Roadway Network
FLT196 Replace Single Axle 14-48	-	-	-	292,500	\$ 292,500	Roadway Network
FLT198 Replace Tandem Axle Plow/ Dump 15-23	-	-	-	463,500	\$ 463,500	Roadway Network
FLT199 Replace Hot Box 15-145	-	-	-	53,500	\$ 53,500	Roadway Network
FLT203 Replace 1/2 Ton Truck Unit# 09-40	47,800	-	47,800	-	\$ 47,800	Parks & Recreation Spaces
FLT204 Replace 1 Ton Truck Unit# 09-108	90,200	-	90,200	-	\$ 90,200	Parks & Recreation Spaces
FLT205 Replace 3/4 Ton Truck Unit# 10-124	-	64,000	64,000	-	\$ 64,000	Parks & Recreation Spaces
FLT206 Replace 1/2 Ton Truck Unit# 12-29	-	-	-	51,700	\$ 51,700	Parks & Recreation Spaces
FLT207 Replace 1 Ton / Garbage Truck Unit# 12-150	-	-	-	140,300	\$ 140,300	Parks & Recreation Spaces
FLT208 Replace 1/2 Ton Truck Unit# 12-151	-	-	-	51,700	\$ 51,700	Parks & Recreation Spaces
FLT212 Replace 1 Ton Truck Unit# 13-45	-	-	-	75,000	\$ 75,000	Parks & Recreation Spaces
FLT220 Replace Aerator Unit# 10-122	-	-	-	35,000	\$ 35,000	Parks & Recreation Spaces
FLT221 Replace Toro Groundsmaster 4700D Unit# 11-123	-	-	-	80,000	\$ 80,000	Parks & Recreation Spaces

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT222 Replace Two (2) Zero Turns 10-118 & 11-119	-	-	-	44,000	\$ 44,000	Parks & Recreation Spaces
FLT223 Replace Utility Trailer Unit# 09-107	-	-	-	18,000	\$ 18,000	Parks & Recreation Spaces
FLT224 Replace Compact Tractor 09-112	46,400	-	46,400	-	\$ 46,400	Parks & Recreation Spaces
FLT225 Replace One (1) Front Mount Mower Unit# 12-141	-	-	-	30,000	\$ 30,000	Parks & Recreation Spaces
FLT226 Replace Tractor Unit# 10-121	-	-	-	61,400	\$ 61,400	Parks & Recreation Spaces
FLT227 Replace 3/4 Ton Truck Unit# 09-15	61,100	-	61,100	-	\$ 61,100	Parks & Recreation Spaces
FLT228 Replace 3/4 Ton Truck Unit# 14-155	-	-	-	71,500	\$ 71,500	Parks & Recreation Spaces
FLT229 Replace Utility Trailer Unit# 14-154	-	-	-	18,000	\$ 18,000	Parks & Recreation Spaces
FLT230 Replace One (1) Zero Turn 14-156	-	-	-	22,000	\$ 22,000	Parks & Recreation Spaces
FLT232 Replace Tractor Unit# 13-47	-	-	-	61,500	\$ 61,500	Parks & Recreation Spaces
FLT235 Replacement Fire Tanker 3 Unit# 07-169	-	-	-	450,000	\$ 450,000	Fire Protection
FLT241 Replace Toro Workman unit# 11-125	24,000	-	24,000	-	\$ 24,000	Parks & Recreation Spaces
FLT246 Replacement Heavy Duty 3/4 ton truck Unit# 15-38	-	-	-	84,800	\$ 84,800	Parks & Recreation Spaces
FLT253 Replacement Fire Pumper 2 Unit# 06-166	-	-	-	530,000	\$ 530,000	Fire Protection

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT254 Replacement Fire Pumper 4 Unit# 07-167	-	-	-	530,000	\$ 530,000	Fire Protection
FLT255 Replacement Fire Pumper 1 Unit# 09-172	-	-	-	530,000	\$ 530,000	Fire Protection
FLT267 Replace Two (2) Zero Turns 10-116 & 10-117	-	-	-	46,000	\$ 46,000	Parks & Recreation Spaces
FLT268 Replace Tandem Axle 16-28	-	-	-	455,000	\$ 455,000	Roadway Network
FLT269 Replace Tandem Axle 16-149	-	-	-	450,000	\$ 450,000	Roadway Network
FLT270 Replace Street Sweep 16-92	-	-	-	402,000	\$ 402,000	Roadway Network
FLT271 Replacement Skid Steer Unit# 16-86	-	-	-	109,000	\$ 109,000	Roadway Network
FLT272 Replacement 3/4 ton 16-90	-	-	-	64,400	\$ 64,400	Roadway Network
FLT273 Replacement SUV unit 16-91	-	-	-	36,900	\$ 36,900	Roadway Network
FLT274 Replace One(1) Zero-turn 09-105	-	-	-	22,000	\$ 22,000	Parks & Recreation Spaces
FLT280 Replace MADVAC Vacuum Unit# 14-82	-	-	-	85,000	\$ 85,000	Parks & Recreation Spaces
FLT281 Replace Jacobsen Unit# 16-49	-	-	-	150,000	\$ 150,000	Parks & Recreation Spaces
FLT282 Replace Three(3) 11ft. Mowers Unit 16-42, 16-41, 16-66	-	-	-	250,500	\$ 250,500	Parks & Recreation Spaces
FLT283 Replace Madvac Vacuum Unit# 16-44	-	-	-	90,000	\$ 90,000	Parks & Recreation Spaces
FLT287 Replacement Fire Safety/ Education Trailer	-	-	-	75,000	\$ 75,000	Fire Protection
FLT288 Replacement Fire Car 3 Unit 14-179	-	-	-	55,000	\$ 55,000	Fire Protection
FLT289 Replacement Fire Car 2 Unit 15-181	-	-	-	55,000	\$ 55,000	Fire Protection

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT291 Replacement Fire Utility 3 Unit 12-175	-	-	-	55,000	\$ 55,000	Fire Protection
FLT292 Replacement Fire Prevention Vehicle Unit 16-170	-	-	-	55,000	\$ 55,000	Fire Protection
FLT293 Replacement Fire Utility 2 Unit 14-180	-	-	-	55,000	\$ 55,000	Fire Protection
FLT294 Replacement Fire Car 4 Unit 13-177	-	-	-	55,000	\$ 55,000	Fire Protection
FLT295 Replacement Fire Aerial Truck Unit 11- 173	-	-	-	1,550,000	\$ 1,550,000	Fire Protection
FLT304 Replace Sidewalk Vacuum Unit 17-200	-	-	-	155,400	\$ 155,400	Roadway Network
FLT305 Replace 16-146 - Operations Pick-up	-	-	-	58,200	\$ 58,200	Roadway Network
FLT306 Replace Sidewalk Machine 17-205	-	-	-	210,600	\$ 210,600	Roadway Network
FLT307 Replace Tandem Axle 17-21	-	-	-	474,500	\$ 474,500	Roadway Network
FLT308 Replace Operations Unit# 17-204	-	-	-	36,200	\$ 36,200	Roadway Network
FLT309 Replace Service Truck 18-207	-	-	-	102,700	\$ 102,700	Roadway Network
FLT310 Replace Single Axle 17-88	-	-	-	413,500	\$ 413,500	Roadway Network
FLT311 Replace Operations Unit 18-XXX	-	-	-	49,500	\$ 49,500	Roadway Network
FLT312 Replace Operations Tractor 18-XXX	-	-	-	127,400	\$ 127,400	Roadway Network
FLT313 Replace Operations Mower 18-07	-	-	-	16,100	\$ 16,100	Roadway Network
FLT314 Replace Single Axle Unit 18-04	-	-	-	423,800	\$ 423,800	Roadway Network
FLT315 Replace Tandem Axle 18-128	-	-	-	476,300	\$ 476,300	Roadway Network
FLT316 Replace Operations Road Widener 18- XXX	-	-	-	31,200	\$ 31,200	Roadway Network

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT317 Replace Operations Brush Chipper unit 18-XXX	-	-	-	54,000	\$ 54,000	Roadway Network
FLT318 Replace Tandem Axle 18-XXX	-	-	-	476,300	\$ 476,300	Roadway Network
FLT319 Replace Operations Storm Flusher 18-XXX	-	-	-	350,000	\$ 350,000	Roadway Network
FLT322 Replace Tandem Axle 19-129	-	-	-	476,300	\$ 476,300	Roadway Network
FLT324 Replace Service Truck 19-109	-	-	-	120,300	\$ 120,300	Roadway Network
FLT326 Replace Service Truck 19-132	-	-	-	88,500	\$ 88,500	Roadway Network
FLT347 Replace 3/4 Ton Truck Unit# 09-24	-	63,400	63,400	-	\$ 63,400	Parks & Recreation Spaces
FLT349 Replace 3/4 Ton Truck Unit# 15-38	-	-	-	64,700	\$ 64,700	Parks & Recreation Spaces
FLT350 Replace 3/4 Ton Truck Unit# 16-43	-	-	-	66,800	\$ 66,800	Parks & Recreation Spaces
FLT351 Replace 1/2 Truck Unit# 17-46	-	-	-	60,300	\$ 60,300	Parks & Recreation Spaces
FLT352 Replace 1 Ton / Water Truck Unit# 17-93	-	-	-	102,000	\$ 102,000	Parks & Recreation Spaces
FLT353 Replace Tractor Unit# 13-99	-	-	-	76,500	\$ 76,500	Parks & Recreation Spaces
FLT354 Replace Utility Trailer Unit# 09-113	-	-	-	18,000	\$ 18,000	Parks & Recreation Spaces
FLT355 Replace Mower Attachment Unit# 11-139	-	-	-	22,000	\$ 22,000	Parks & Recreation Spaces
FLT356 Replace Utility Trailer Unit# 16-73	-	-	-	20,000	\$ 20,000	Parks & Recreation Spaces
FLT357 Replace Utility Trailer Unit# 17-201	-	-	-	21,000	\$ 21,000	Parks & Recreation Spaces
FLT358 Replace Utility Trailer Unit# 17-202	-	-	-	21,000	\$ 21,000	Parks & Recreation Spaces

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT359 Replace Utility Trailer Unit# 17-203	-	-	-	21,000	\$ 21,000	Parks & Recreation Spaces
FLT360 Replace Ball Diamond Groomer Attachment Unit# 17-127	-	-	-	12,000	\$ 12,000	Parks & Recreation Spaces
FLT361 Replace Zamboni Unit# 11-138	-	-	-	150,000	\$ 150,000	Parks & Recreation Spaces
FLT362 Replace RTV Unit# 14-148	-	-	-	26,300	\$ 26,300	Parks & Recreation Spaces
FLT363 Replace RTV Unit# 15-157	-	-	-	26,300	\$ 26,300	Parks & Recreation Spaces
FLT364 Replace Zamboni Ice Resurfacers Unit's 17-95 & 17-96	-	-	-	241,100	\$ 241,100	Parks & Recreation Spaces
FLT365 Replace Mobile Fleet Service Truck Unit# 17-206	-	-	-	150,400	\$ 150,400	Roadway Network
FLT366 Replace *CDSB Fleet Unit# 07-59	33,200	-	33,200	-	\$ 33,200	Community Standards
FLT367 Replace *CDSB Fleet unit# 08-50	33,200	-	33,200	-	\$ 33,200	Community Standards
FLT368 Replace *CDSB Fleet unit# 09-61	30,700	-	30,700	-	\$ 30,700	Growing Communities
FLT369 Replace *CDSB Fleet unit# 12-98	-	-	-	31,400	\$ 31,400	Growing Communities
FLT370 Replace *CDSB Fleet unit# 11-136	30,700	-	30,700	-	\$ 30,700	Growing Communities
FLT371 Replace *CDSB Fleet unit# 11-135	-	50,900	50,900	-	\$ 50,900	Growing Communities
FLT372 Replace *CDSB Fleet unit# 15-56	-	-	-	33,100	\$ 33,100	Growing Communities
FLT373 Replace *CDSB Fleet unit# 15-58	-	-	-	34,300	\$ 34,300	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT374 Replace *CDSB Fleet unit# 15-60	-	-	-	34,300	\$ 34,300	Growing Communities
FLT375 Replace *CDSB Fleet unit# 15-63	-	-	-	35,500	\$ 35,500	Growing Communities
FLT376 Replace Forklift Unit# 17-84	-	-	-	95,650	\$ 95,650	Roadway Network
FLT378 Replace SUV Unit# 16-83 - Leisure Services	-	-	-	52,500	\$ 52,500	Community Prosperity
<b>Total Renewal Projects</b>	<b>1,217,600</b>	<b>1,318,900</b>	<b>2,536,500</b>	<b>16,317,851</b>	<b>\$ 18,854,351</b>	
<b>Growth</b>						
FLT145 New 1 Ton Dump Truck	75,000	-	75,000	-	\$ 75,000	Parks & Recreation Spaces
FLT146 New Wide Area Mower	120,000	-	120,000	-	\$ 120,000	Parks & Recreation Spaces
FLT166 Additional Loader	-	247,500	247,500	-	\$ 247,500	Roadway Network
FLT174 Additional Tandem Axle Plow/Dump	-	-	-	421,900	\$ 421,900	Roadway Network
FLT175 Additional Sidewalk Machine	-	-	-	204,900	\$ 204,900	Roadway Network
FLT182 Additional 1 ton Service truck	-	-	-	76,000	\$ 76,000	Roadway Network
FLT262 Portable Traffic Light - 1 set	-	-	-	42,500	\$ 42,500	Roadway Network
FLT275 Two (2) Operations Supervisors Vehicles - Roads	96,400	-	96,400	-	\$ 96,400	Roadway Network
FLT296 Two (2) Operations Trailer Mounted Pumps	93,000	-	93,000	-	\$ 93,000	Roadway Network
FLT297 MUT Snow Plow Truck	-	-	-	79,900	\$ 79,900	Roadway Network
FLT299 Vacuum Sidewalk Sweeper	-	-	-	122,000	\$ 122,000	Roadway Network
FLT300 Additional Hot Box Patcher	-	-	-	46,500	\$ 46,500	Roadway Network
FLT301 Multi Use Trail Snow Plow Truck	-	-	-	86,600	\$ 86,600	Roadway Network
FLT302 Street Flusher	-	-	-	316,000	\$ 316,000	Roadway Network

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT303 Additional Single Axle Combination unit	-	-	-	424,200	\$ 424,200	Roadway Network
FLT328 Additional One Ton Dump Truck	-	-	-	91,400	\$ 91,400	Parks & Recreation Spaces
FLT329 Additional 1 Ton Dump Truck / Water Truck	-	-	-	113,100	\$ 113,100	Parks & Recreation Spaces
FLT330 Purchase One(1) 20ft Equipment Trailer/Float	-	-	-	19,200	\$ 19,200	Parks & Recreation Spaces
FLT331 Purchase Two (2) Zero Turns	-	-	-	44,000	\$ 44,000	Parks & Recreation Spaces
FLT332 Purchase One(1) 20ft Equipment Trailer/Float	-	-	-	16,750	\$ 16,750	Parks & Recreation Spaces
FLT333 Additional Zero Turn Mower	-	-	-	31,500	\$ 31,500	Parks & Recreation Spaces
FLT334 Additional One Ton 4WD Crew Cab	-	-	-	76,400	\$ 76,400	Parks & Recreation Spaces
FLT335 Additional One Ton 4WD Crew Cab	-	-	-	88,100	\$ 88,100	Parks & Recreation Spaces
FLT336 Purchase New Utility Vehicle for Town Campus	-	-	-	25,300	\$ 25,300	Parks & Recreation Spaces
FLT337 Eleven Foot (11') Ride On Deck Mower	-	-	-	78,000	\$ 78,000	Parks & Recreation Spaces
FLT338 Additional 11' Mower	-	-	-	89,700	\$ 89,700	Parks & Recreation Spaces
FLT340 Addition of Pumper/Rescue Truck - Station #6	-	-	-	850,000	\$ 850,000	Fire Protection
FLT341 Addition of Tanker Truck - Station #6	-	-	-	350,000	\$ 350,000	Fire Protection
FLT342 Addition of Utility Vehicle - Station #6	-	-	-	55,000	\$ 55,000	Fire Protection



	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
FLT343 Addition of Fire Inspector Vehicle	45,400	-	45,400	-	\$ 45,400	Fire Protection
FLT344 Addition of Fire Boat	550,000	-	550,000	-	\$ 550,000	Fire Protection
FLT346 Storm Water Pick-up	-	-	-	70,200	\$ 70,200	Roadway Network
<b>Total Growth Projects</b>	<b>979,800</b>	<b>247,500</b>	<b>1,227,300</b>	<b>3,819,150</b>	<b>\$ 5,046,450</b>	
<b>Total Fleet Projects</b>	<b>\$ 2,197,400</b>	<b>\$ 1,566,400</b>	<b>\$ 3,763,800</b>	<b>\$ 20,137,001</b>	<b>\$ 23,900,801</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT87  
**Project Name:** Replace Toro Z-Master Riding lawn mower Unit# 09-106

**Project Description**

Replacement of existing Unit# 09-106 riding lawn mower with equivalent unit.

**Project Justification**

Unit 09-106 which is a riding lawn mower has met its useful life and meets the replacement criteria as per the Town's approved Fleet Policy.

Unit is used and relied upon on a daily basis in the summer months for grass cutting of parks and timely replacement ensures consistent service delivery.

The original purchase of the unit was \$32,103.00 and to date has incurred \$16,596.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

Unit 09-110 has a fleet criteria score of 20 (May 2018) and is anticipated to be above 23 by 2020, as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

There are no anticipated annual operating impacts as there is sufficient budget in place for the existing unit.

**Project Implications**

If this unit is not replaced, maintenance and repair costs will continue to escalate and delivery of maintenance services will be impacted.

**Fleet Detail**

**Unit Number:** 09-106  
**Year of Vehicle:** 2009  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 20

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Z-Master)	\$21,700						\$21,700
Equipment/Fleet (Decals)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$22,000</b>						<b>\$22,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$22,000						\$22,000
<b>Total Capital Funding Sources</b>	<b>\$22,000</b>						<b>\$22,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT98  
**Project Name:** Replace Wood Chipper Unit 06-81

**Project Description**

Replacement of existing Unit Number 06-81 which is a 12 inch feed, trailer mounted brush chipper.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

Unit # 06-81 is currently 14 years old and has reached its useful life cycle. This unit is used and relied upon on a daily basis to perform a range of Operational tasks including the removal of Roadside trees to improve sight lines and visibility and the removal of dead and dying trees from roadways, walkways, trails, parks and other municipal properties through out the Town. Managing these dead or dying trees and roadside brush helps to reduce liabilities and improve overall aesthetics and safety for all users.

This unit is one of only two municipally owned chippers and was the first one purchased by the municipality in 2006. Because this unit is used throughout the Municipality, this project is beneficial to majority of the community.

The original purchase of the unit was \$37,598 and to date has incurred \$34,531 in maintenance and repair costs for the unit, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

Unit 06-81 has a fleet criteria score of 27 (May 2018) and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the equipment for replacement.

**Project Implications**

If unit #06-81 is not replaced in the recommended year, service levels for maintaining roads will be put at risk due to lack of available machinery to complete required works.

Additionally the delay of the replacement would put additional strains on the operating budget as increased maintenance cost and potential rental units would be required to maintain service levels.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	06-81
<b>Year of Vehicle:</b>	2006
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	27

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$53,200						\$53,200
<b>Total Capital Costs</b>	<b>\$53,200</b>						<b>\$53,200</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$53,200						\$53,200
<b>Total Capital Funding Sources</b>	<b>\$53,200</b>						<b>\$53,200</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
PM and Breakdowns	-\$500	-\$500	-\$500	-\$500	-\$500
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>

**Other Information**  
 It is estimated that we will receive \$3,200 on trade-in/sale of this unit. These proceeds will be transferred to the fleet reserve.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT111  
**Project Name:** Replace one (1) Zero Turn Riding Mower with Winter Conversion Kit 09-110

**Project Description**

Replace one(1) zero turn riding mower with winter conversion kit for snow clearing (blower attachment) to replace units 09-110.

**Project Justification**

This riding mower is now 8 years old and has reached the point where maintenance and repair costs will start to escalate. The more often a mower breaks down and is in the shop for repair, the longer our grass cutting cycle takes. This mower has the ability to convert to a winter snow clearing unit with polar tracks. This unit is used to cut boulevard grass in the summer and clear snow in the winter around the Innisfil Recreation Complex and on the Municipal Campus.

The original purchase of the unit was \$47,655.00 and to date has incurred \$10,411.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

New equipment on the market has made this replacement more affordable than previous units available at the time of the original purchase.

Strategic Plan: 3.5.2

**Project Implications**

If this unit is not replaced, maintenance and repair costs will continue to escalate and delivery of services in the form of grass cutting and snow removal will be delayed.

Unit 09-110 has a fleet criteria score of 23 and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

**Fleet Detail**

**Unit Number:** 09-110  
**Year of Vehicle:** 2009  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 23

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Zero Turn W/Conversion Kit)	\$27,700						\$27,700
Equipment/Fleet (Decals )	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$30,000</b>						<b>\$30,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$30,000						\$30,000
<b>Total Capital Funding Sources</b>	<b>\$30,000</b>						<b>\$30,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Repairs / Maintenance	-\$500	-\$500	-\$500	-\$250	-\$250
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$250</b>	<b>-\$250</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT112  
**Project Name:** Replace Toro Workman Unit# 09-111

**Project Description**

Replace Toro Workman Unit# 09-111, with an equivalent unit.

**Project Justification**

Unit 09-111 (Toro Workman) has met its useful life and is scheduled for replacement.

The original purchase of the unit was \$16,070.40 and to date (May 2018) has incurred \$11,459.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This unit is used to mobilize staff who are performing day to day maintenance within IRC and town hall campus grounds. The unit is utilized for personnel transportation, sports field maintenance, special event support, garbage and debris clean up and horticultural activities on the campus grounds and at other key locations across town on an as needed basis.

The vehicle is relied upon daily to support service delivery however when maintenance and repairs are required the cost is substantial as this is a specialized piece of equipment, further to this, when the unit is down for repairs/maintenance, staff are relying on the use of pick up trucks that are taken from other service delivery teams in order to complete the required tasks.

Unit 09-111 has a fleet criteria score of 23 (May 2018) and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

**Project Implications**

If this unit is not replaced in 2019, maintenance and repair costs will continue to escalate and delivery of maintenance services will be impacted.

**Fleet Detail**

**Unit Number:** 09-111  
**Year of Vehicle:** 2009  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 23



<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (RTV)	\$21,700						\$21,700
Equipment/Fleet (Decals )	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$24,000</b>						<b>\$24,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$24,000						\$24,000
<b>Total Capital Funding Sources</b>	<b>\$24,000</b>						<b>\$24,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance and Repair	-\$250	-\$250	-\$250		
<b>Total Operating Budget Impact</b>	<b>-\$250</b>	<b>-\$250</b>	<b>-\$250</b>		

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 09-111 are \$2,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT116  
**Project Name:** Replace Unit 08-08 Tandem Axle Water/Anti icing

**Project Description**

Replacement of Unit Number 08-08 which is a Tandem axle truck complete with 3000 gallon water tank, on board variable pump system, with electronic anti icing features including, flushing with 360 robo flush and a 100' water reel.

Unit has the capability of a water spray system as well as anti-icing spray bar system to cover 3 lanes.

This projects aligns with Strategic Plan Objective 2.1.3.

**Project Justification**

Unit # 08-08 is currently 10 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$249,451.00 and to date (May 2018) has incurred \$105,079.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This unit is utilized all winter long applying anti-icing materials to primary roads providing proactive response to winter conditions as required by Ontario Regulation for Minimum Maintenance Standards. Pro-active winter maintenance activities reduce risk/liability along with lowering potential overtime call outs. Pro-active winter maintenance also ensures residents and road way users have better road conditions to travel on during winter events.

During the spring and summer this unit is utilized for sod watering, bridge maintenance, flushing streets on daily basis and dust control on gravel roads as it is the only unit in the fleet for these applications.

It is being proposed that the new replacement unit be purchased with the potential of water dumping so as to provide assistance for Fire Services in the case of a large scale fire or emergency providing additional efficiencies at a minimal cost.

**Project Implications**

If unit 08-08 is not replaced in 2020, maintaining service levels for roads will be at risk due to lack of available fleet to complete the required works; potential liability cases can occur as a result of under serviced roads and impacts to existing service levels.

Additionally the delay of the replacement would put additional strains on the operating budget in future years as maintenance and repair costs will escalate when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	08-08
<b>Year of Vehicle:</b>	2008
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	25

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Unit )	\$313,300						\$313,300
Equipment/Fleet (Decals)	\$500						\$500
Equipment/Fleet (Radio/GPS )	\$2,200						\$2,200
<b>Total Capital Costs</b>	<b>\$316,000</b>						<b>\$316,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$316,000						\$316,000
<b>Total Capital Funding Sources</b>	<b>\$316,000</b>						<b>\$316,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Prevent Maintenance	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$500
Breakdown	-\$2,000	-\$2,000	-\$1,500	-\$1,500	-\$500
<b>Total Operating Budget Impact</b>	<b>-\$3,000</b>	<b>-\$3,000</b>	<b>-\$2,500</b>	<b>-\$2,500</b>	<b>-\$1,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 08-08 are \$10,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT118  
**Project Name:** Replace Seppi Flail Mower Unit 07-14

**Project Description**

Replacement of Unit Number 07-14 which is a 3 Point Hitch attachment for an agriculture tractor which is used for the purpose of roadside vegetation and grass cutting on all municipal roadways.

**Project Justification**

Unit # 07-14 is currently 11 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$11,048.00 and to date has incurred \$13,016.00 in maintenance and repair costs for the attachment, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This attachment is the primary unit for roadside vegetation and grass cutting and along with providing maintenance to trail side rough cutting through summer months. Additionally it is utilized to cut grass at storm water management facilities and detention ponds.

Unit 07-14 has a fleet criteria score of 28 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

Roadside Vegetation and grass cutting is necessary to ensure sight lines along roadways are clear and unobstructed providing benefit to all residents and users of Innisfil's road networks. Should the unit not be replaced, disruption to service levels and poor sightlines on municipal roads can be expected.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

**Fleet Detail**

**Unit Number:** 07-14  
**Year of Vehicle:** 2007  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 28

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$21,000						\$21,000
<b>Total Capital Costs</b>	<b>\$21,000</b>						<b>\$21,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$21,000						\$21,000
<b>Total Capital Funding Sources</b>	<b>\$21,000</b>						<b>\$21,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT145  
**Project Name:** New 1 Ton Dump Truck

**Project Description**

Purchase of additional 1 ton dump truck with an aluminum dump body for winter and summer maintenance purposes of the parks, trails, open spaces, road ends and boulevards.

This project aligns with Strategic Plan objectives 2.5.7 and 3.5.3.

**Project Justification**

While Innisfil continues to grow, construction of new parks and additional areas implemented into our grass cutting schedules have increased the Parks maintenance requirements significantly.

With the addition of 5 new park locations in 2017-2018 and the anticipated assumption of 10-15 additional park locations in the 3-5 year forecast, the need for additional equipment to ensure service levels are maintained for our residents and users is a requirement.

This new truck will be used to deliver service for road ends, open spaces, pump houses, boulevards, parks and trails.

Currently operations is restricted with the number of vehicles that can transport the appropriate equipment and materials to effectively service all of our parks, open spaces and sports fields. Impacts to service levels, as a result, have seen consistent delays in achieving the standard 7 day cutting rotation for parks with an average of 8 days to complete the cutting rotation.

This causes further delays and stress on the equipment as delays to maintenance is more time consuming and stressful on the equipment.

The addition of an additional 1 ton dump truck will ensure service levels are achieved while providing a clean and well-groomed community.

**Project Implications**

By not adding the proposed truck to the fleet, staff anticipate increased customer inquiries related to parks maintenance, increased down time for crews due to excessive wear and tear on existing vehicles and the potential for liability claims due to lack of maintenance of our parks and trails.

**Fleet Detail**

**Unit Number:** New Addition  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Recipient:** Parks  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$71,100						\$71,100
Equipment/Fleet (Decals )	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
Equipment/Fleet (2 way radio/GPS)	\$1,600						\$1,600
<b>Total Capital Costs</b>	<b>\$75,000</b>						<b>\$75,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$7,500						\$7,500
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.12 pg. 156)	\$67,500						\$67,500
<b>Total Capital Funding Sources</b>	<b>\$75,000</b>						<b>\$75,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Preventative Maintenance		\$2,500	\$2,500	\$2,500	\$2,500
Breakdown		\$1,500	\$2,000	\$2,500	
<b>Total Operating Budget Impact</b>		<b>\$4,000</b>	<b>\$4,500</b>	<b>\$5,000</b>	<b>\$2,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT146  
**Project Name:** New Wide Area Mower

**Project Description**

Purchase an additional 16 foot wide area mower.

**Project Justification**

While Innisfil continues to grow, construction of new parks and additional areas implemented into our grass cutting schedules have increased the Parks maintenance requirements significantly.

With the addition of 5 new park locations in 2017-2018 and the anticipated assumption of 10-13 additional park locations in the 3-5 year forecast, the need for additional mowers to ensure service levels are maintained for our residents and users is a requirement.

This 16 foot wide area mower will be used for open spaces, sports fields and large parks.

Currently operations is restricted with the number of large area mowers to effectively service all of our parks, open spaces and parks fields. Impacts to service levels, as a result, have seen consistent delays in achieving the standard 7 day cutting rotation for parks with an average of 8 days to complete the cutting rotation.

This causes further delays and stress on the equipment as cutting longer grass is more time consuming and stressful on the equipment.

The addition of a 16 foot wide area mower will decrease the amount of days it takes to complete the rotation and achieve the grass cutting service levels while providing a clean and well groomed community.

**Project Implications**

By not adding the proposed mower to the fleet, staff anticipate increased customer inquiries related to parks maintenance, increased down time for current mowers due to wear and tear and the potential for liability claims due to lack of maintenance of our Sports fields.

**Fleet Detail**

**Unit Number:** New Addition  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Recipient:** Parks  
**Purchase Type:** Addition



<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$118,100						\$118,100
Equipment/Fleet (2 way radio / GPS)	\$1,600						\$1,600
Equipment/Fleet (Decals)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$120,000</b>						<b>\$120,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$12,000						\$12,000
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.13 pg. 156)	\$108,000						\$108,000
<b>Total Capital Funding Sources</b>	<b>\$120,000</b>						<b>\$120,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fuel, Insurance, Maintenance & Breakdown	\$2,000	\$2,000	\$2,500	\$2,500	\$2,500
<b>Total Operating Budget Impact</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT147  
**Project Name:** Replace Unit# 12-140 - 16 foot mower

**Project Description**

Replace Unit# 12-140 with an equivalent 16 foot multi deck mowing unit.

**Project Justification**

Unit 12-140 has met the end of its useful life and requires replacement.

The original purchase of the unit was \$78,700.00 and to date has incurred \$30,535.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This grass mowing unit is used and relied upon on a daily basis in the summer months for grass cutting. The town currently maintains 160 acres of parkland and this unit is key in ensuring service delivery. The mower is a 16 foot wide area mower that mows sports fields and large areas more effectively than smaller sized mowers.

Because this mower is used throughout the Municipality for parks maintenance, this project is seen to be beneficial to majority of the community.

As the mower ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if maintenance standards are not being achieved. This unit is vital in achieving service levels because of the efficiency of a 16 foot mower in the parks.

Unit 12-140 has a fleet criteria score of 23 and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

**Project Implications**

If this unit is not replaced, maintenance and repair costs will continue to escalate and delivery of maintenance services will be impacted.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	12-140
<b>Year of Vehicle:</b>	2012
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	23

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$98,100						\$98,100
Equipment/Fleet (Decals )	\$300						\$300
Equipment/Fleet (2 way radio/GPS)	\$1,600						\$1,600
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Maintenance and Repairs	-\$500	-\$500	-\$500	-\$250	-\$250
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$250</b>	<b>-\$250</b>

**Other Information**  
 The existing units are planned to be sold once the replacement units have arrived and are operational within the fleet.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT161  
**Project Name:** Replace Pick-up 10-09

### Project Description

Replacement of Unit Number 10-09 which is a 4 x 4 extended cab Pick-up Truck complete with base level accessories as identified in the Capital Cost Detail section.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

### Project Justification

Unit # 10-09 is currently 8 years old and has reached its useful life cycle.

The original purchase of the unit was \$31,242.00 and to date has incurred \$28,524.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The unit performs key services to ensure legislative compliance of the Minimum Maintenance Standards, O.Reg 230/02 for municipal highways (roads) as amended.

This unit is used and relied upon on a daily basis to perform a range of tasks including road and sidewalk patrols, transportation of staff to various operational works sites while carrying the necessary tools and materials related to those operations.

Unit 06-81 has a fleet criteria score of 33 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

### Project Implications

If unit #10-09 is not replaced in the recommended year, service levels for maintaining roads will be put at risk due to lack of available fleet to complete required works and patrols; potential liability cases can occur as a result of under serviced roads and not performing patrols as required by the provincial regulations.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	10-09
<b>Year of Vehicle:</b>	2010
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	33

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials (2 Way Radio)	\$1,100						\$1,100
Materials (Box Liner)	\$1,000						\$1,000
Materials (Decaling)	\$300						\$300
Materials (Light bar/Rack/Controls)	\$2,000						\$2,000
Materials (GPS Roads)	\$1,000						\$1,000
Materials (Side Bars)	\$1,000						\$1,000
Equipment/Fleet (1/2 Ton 4WD Ext. Cab )	\$48,200						\$48,200
<b>Total Capital Costs</b>	<b>\$54,600</b>						<b>\$54,600</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$54,600						\$54,600
<b>Total Capital Funding Sources</b>	<b>\$54,600</b>						<b>\$54,600</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Reduction to Preventative Maintenance	-\$250	-\$250	-\$200	-\$200	-\$150
Reduction to Breakdown	-\$750	-\$750	-\$300	-\$300	-\$350
<b>Total Operating Budget Impact</b>	<b>-\$1,000</b>	<b>-\$1,000</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>

**Other Information**  
 Unit will be sold once the replacement vehicle is received and operational within the fleet. Funds recovered from the sale will return to source of Vehicle reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT163  
**Project Name:** Replace Service Dump Truck Unit 09-109

**Project Description**

Replacement of Unit Number 09-109 which is a Heavy Duty Service Vehicle complete with aluminum dump body.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

Unit # 09-109 is currently 9 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$65,960.00 and to date has incurred \$58,995.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering core services including, activities outlined in legislative requirements (Minimum Maintenance Standards, O.Reg 230/02 as amended), these include road side maintenance, shoulder repair, patching/pot hole repair, debris removal from roads, bus shelter snow clearing, parking lot snow clearing and clearing of shrubs and roadside vegetation.

Major repairs for this unit have extended down time hindering service level delivery, leaving the Municipality vulnerable to liability concerns.

Because this vehicle is used throughout the Municipality, this project is seen to be beneficial to majority of the community.

Unit 09-109 has a fleet criteria score of 36 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit 09-109 is not replaced in 2019, service levels for maintaining roads will be put at risk due to a shortage of vehicles required to complete the required works and potential liability cases can occur as a result of under-serviced roads. Our Municipality also runs the risk of not meeting minimum legislative requirements resulting in fines from the Ministry.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-109
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	36

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Unit and Dump Box)	\$80,700						\$80,700
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Radio/GPS)	\$2,200						\$2,200
Equipment/Fleet (Plow)	\$7,300						\$7,300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$92,500</b>						<b>\$92,500</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$92,500						\$92,500
<b>Total Capital Funding Sources</b>	<b>\$92,500</b>						<b>\$92,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repairs	-\$4,000	-\$4,000	-\$3,000	-\$3,000	-\$2,000
<b>Total Operating Budget Impact</b>	<b>-\$4,000</b>	<b>-\$4,000</b>	<b>-\$3,000</b>	<b>-\$3,000</b>	<b>-\$2,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 09-109 are \$10,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT164  
**Project Name:** Replace Sidewalk Articulating Tractor Unit 09-131

**Project Description**

Replacement of Unit No. 09-131 which is a Articulating Sidewalk Tractor complete with the required Municipal attachments including, Winter 5 way plow, Winter Snow Blower, Winter Sander, and Front mounted sweeper.

Articulating Sidewalk Tractors are the machines used to perform Winter Maintenance, snow plowing, snow clearing and sanding activities on sidewalks.

This project aligns with Strategic Plan Objectives 2.1.3 and 3.5.2.

**Project Justification**

Unit # 09-131 is currently 10 years old and has reached the end of its useful life.

The original purchase of the unit was \$97,524.00 and to date has incurred \$98,268.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and devivering services including, winter maintenance activities for municipal sidewalks as per legislative requirements and compliance with Miniumum Maintenance Standards, O.Reg 230/02 as amended. Additionally, this Unit is also utilized for trail snow clearing and in the summer for a range of operational activities including sidewalk sweeping, intersection and shoulder sweeping, and vegetation removal.

As of Summer 2018, the municipality maintains 54km of sidewalks and it is anticipated the municipalities sidewalk inventory is expected to grow by 30% to just over 70km.

As this is 1 of only 4 specialized units owned by the municipality, constant major repairs for this unit can take significant time to complete which can hinder achieving service level delivery, leaving the Municipality vulnerable to lawful liability.

As this unit used throughout the Municipality, this project is seen to be beneficial to majority of the community as it performs and is required for achieving Winter Service maintenance levels for sidewalk snow removal and sanding.

Unit 09-131 has a fleet criteria score of 37 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.



**Project Implications**

If unit #09-131 is not replaced in the recommended year, service levels for maintaining sidewalks within the municipality will be put at risk due to lack of available machinery to complete required works; potential liability cases can occur as a result of under-serviced Sidewalks. Our Municipality also runs the risk of not meeting minimum legislative requirements as dictated by the Ontario Regulation for Minimum Maintenance Standards.

Additionally the delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy.

**Fleet Detail**

**Unit Number:** 09-131  
**Year of Vehicle:** 2009  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 37

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Unit and required attachments)	\$182,000						\$182,000
Equipment/Fleet (Radio/GPS)	\$2,200						\$2,200
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$186,500</b>						<b>\$186,500</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$186,500						\$186,500
<b>Total Capital Funding Sources</b>	<b>\$186,500</b>						<b>\$186,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repairs		-\$10,000	-\$8,000	-\$6,000	-\$3,000
<b>Total Operating Budget Impact</b>		<b>-\$10,000</b>	<b>-\$8,000</b>	<b>-\$6,000</b>	<b>-\$3,000</b>

**Other Information**

The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 09-131 are \$8,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT165  
**Project Name:** Replace Patrol Truck 10-132

### Project Description

Replacement of Unit No. 10-132 which is a 3/4 ton, 4 x 4 quad cab service truck.

This project aligns with Strategic Plan objectives 2.1.3 and 3.5.2.

### Project Justification

Unit # 10-132 is currently 9 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$45,340.00 and to date has incurred \$60,035 in maintenance and repair costs (May 2018) for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering services including, road patrol to ensure compliance with legislative requirements (Minimum Maintenance Standards, O.Reg 230/02 as amended), sidewalk inspections, transporting staff to and from work sites, traffic control, patching, debris removal, sign installations, brushing and road patrols.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not being achieved. This unit not only keep our roads safe but it also serves our residents by removing debris from roads and clearing of shrubs.

Unit 10-132 has a fleet criteria score of 37 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

### Project Implications

If unit #10-132 is not replaced in 2019, service levels for maintaining roads will be put at risk due to a shortage of vehicles required to complete the required works and potential liability cases can occur as a result of under-serviced roads. Our Municipality also runs the risk of not meeting minimum legislative requirements resulting in fines from the Ministry.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	10-132
<b>Year of Vehicle:</b>	2010
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	37

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials (2 Way Radio)	\$1,100						\$1,100
Materials (Box Liner)	\$1,000						\$1,000
Materials (Decaling )	\$300						\$300
Materials (Light Bar/Rack/Controls)	\$2,000						\$2,000
Materials (GPS Roads)	\$1,000						\$1,000
Materials (Side Bars)	\$1,000						\$1,000
Equipment/Fleet (3/4 Ton 4WD Crew Cab )	\$59,900						\$59,900
<b>Total Capital Costs</b>	<b>\$66,300</b>						<b>\$66,300</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$66,300						\$66,300
<b>Total Capital Funding Sources</b>	<b>\$66,300</b>						<b>\$66,300</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repair	-\$5,000	-\$5,000	-\$3,500	-\$3,500	-\$3,500
<b>Total Operating Budget Impact</b>	<b>-\$5,000</b>	<b>-\$5,000</b>	<b>-\$3,500</b>	<b>-\$3,500</b>	<b>-\$3,500</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 10-132 are \$8,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT166  
**Project Name:** Additional Loader

**Project Description**

Purchase of an additional Articulating Wheel Loader complete with 3 yard bucket and winter plow attachments.

This project aligns with Strategic Plan Objective 2.1.3.

**Project Justification**

The continual growth of the municipality will increase the Town's current transportation network by an additional 12.5 km of roadway and 14.4 km of sidewalk by 2020, this does not include the additional multi-use trails in development.

As the Operations Service Team currently utilizes one (1) wheel loader, this project/unit was identified within the previous Capital Budget forecast and the Development Charges Background Study as a requirement to manage the growth needs.

The purchase of an additional loader, complete with winter plow attachments will allow the service area to better and more efficiently meet growth related needs in the newly assumed and yet to be assumed subdivisions.

The Unit will assist in winter maintenance operations and snow removal from Cul-de-Sacs, parking/lay-by lanes and boulevard areas reducing the response time to winter snow events and inquires for snow removal. During these types of operations, the existing loader is required at the Salt Management Facility to load winter control materials into the snowplows for sanding operations and cannot be freed up for days after a snow event.

The new unit would allow for these specific clean up activities to be undertaken in unison as the road plows are clearing streets. Additionally, during snow removal activities, if the existing loader is being utilized in subdivisions and on roadways, there is no unit available to push up and assist with the materials being placed at the snow removal site until all operations have been completed.

This unit will also serve as a back-up unit for loading winter maintenance materials and assist with operational needs when and if the existing loader is out of service for breakdowns, repairs or maintenance.

Because this vehicle will also be used throughout the Municipality, this project is seen to be beneficial to majority of the community.

These units are also utilized during summer months for loading and transporting materials such as gravel, sand, mulch and top soil in supporting both roads and parks services.

**Project Implications**

If the unit is not purchased, delays will continue to be experienced in snow removal activities from residential streets, lay-by lanes, parking lanes and cul-de-sacs during winter operations.

Additionally, if the main wheel loader is taken out of service for necessary repairs and or breakdowns during winter operations, the overall operation of sanding and salting will be delayed as staff will be required to use alternative equipment for loading of winter abrasives such as the backhoe or agricultural tractor as currently the service area only has one wheel loader within the fleet. In these circumstances, the town has had to rent units in the past in order to mitigate service delivery delays.

**Fleet Detail**

**Unit Number:** New Addition  
**Recipient:** Roads  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main unit including winter attachment)	\$243,000						\$243,000
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
Equipment/Fleet (Radio/GPS)	\$2,200						\$2,200
Equipment/Fleet (Decals)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$247,500</b>						<b>\$247,500</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$24,750						\$24,750
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.14 pg. 156)	\$222,750						\$222,750
<b>Total Capital Funding Sources</b>	<b>\$247,500</b>						<b>\$247,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Preventive Maint	\$1,000	\$1,000	\$1,000	\$1,500	\$1,500
Breakdown and Repair	\$2,000	\$2,100	\$2,200	\$2,200	\$3,000
Fuel	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Operating Budget Impact</b>	<b>\$5,000</b>	<b>\$5,100</b>	<b>\$5,200</b>	<b>\$5,700</b>	<b>\$6,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT167  
**Project Name:** Replace Service Dump Truck Unit 10-37

### Project Description

Replacement of existing Unit Number 10-37 which is a Heavy Duty Service Vehicle complete with aluminum dump body.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

### Project Justification

Unit # 10-37 is currently 10 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$63,497.00 and to date has incurred \$67,951.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering core services including, activities outlined in legislative requirements (Minimum Maintenance Standards, O.Reg 230/02 as amended), these include road side maintenance, shoulder repair, patching/pot hole repair, debris removal from roads, bus shelter snow clearing, parking lot snow clearing and clearing of shrubs and roadside vegetation.

Major repairs for this unit have extended down time hindering service level delivery, leaving the Municipality vulnerable to liability concerns.

Because this vehicle is used throughout the Municipality, this project is seen to be beneficial to majority of the community.

Unit 10-37 has a fleet criteria score of 33 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

### Project Implications

If unit 10-37 is not replaced in 2020, service levels for maintaining roads will be put at risk due to a shortage of vehicles required to complete the required works and potential liability cases can occur as a result of under-serviced roads. Our Municipality also runs the risk of not meeting minimum legislative requirements resulting in fines from the Ministry.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	10-37
<b>Year of Vehicle:</b>	2010
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	33

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main unit and dump box)	\$92,500						\$92,500
Equipment/Fleet (Decals )	\$300						\$300
Equipment/Fleet (Radio/GPS)	\$2,100						\$2,100
Equipment/Fleet (Light Bar )	\$2,100						\$2,100
<b>Total Capital Costs</b>	<b>\$97,000</b>						<b>\$97,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$97,000						\$97,000
<b>Total Capital Funding Sources</b>	<b>\$97,000</b>						<b>\$97,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Breakdown and Rrepair	-\$7,000	-\$7,000	-\$5,000	-\$5,000	-\$3,000
<b>Total Operating Budget Impact</b>	<b>-\$7,000</b>	<b>-\$7,000</b>	<b>-\$5,000</b>	<b>-\$5,000</b>	<b>-\$3,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 09-109 are \$10,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT170  
**Project Name:** Replace Tandem Axle Unit 10-129

**Project Description**

Replacement of Unit Number 10-129 which is a dual rear axle, combination Dump/Plow Truck complete with plow, wing, sander and on-board winter pre-wetting equipment.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

Unit # 10-129 is currently 9 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$228,846.00 and to date has incurred \$168,800 in maintenance and repair costs (May 2018) for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

Services performed with this unit are directly linked to legislative requirements for compliance with Minimum Maintenance Standards, O.Reg 230/02 as amended. With approximately 800 km of assumed roadway to maintain divided into 14 distinct plow routes, having a full fleet of operational units is essential in servicing our community and maintaining service levels.

This is a primary unit with a designated winter route within the service areas fleet, the unit is also relied upon during summer operations for Ditching, Gravel Road resurfacing, shoulder maintenance along with transporting a range of materials across the municipality.

Major repairs for this unit have extended down time hindering service level delivery, leaving the Municipality vulnerable to liability concerns and service delivery delays.

Because this vehicle is used throughout the Municipality, this project is seen to be beneficial to majority of the community.

Unit #10-129 has a fleet criteria score of 31 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit #10-129 is not replaced in the recommended year, service levels for maintaining roads will be put at risk due to lack of available machinery to complete required works; potential liability cases can occur as a result of under-serviced roads. Our Municipality also runs the risk of not meeting minimum legislative requirements.

Additionally the delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy.



<b>Fleet Detail</b>	
<b>Unit Number:</b>	10-129
<b>Year of Vehicle:</b>	2010
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	31

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main Unit including Plow, Wing, Box and Pre-wetting devices)	\$361,700						\$361,700
Equipment/Fleet (Lights)	\$2,000						\$2,000
Equipment/Fleet (Decals)	\$500						\$500
Equipment/Fleet (Radio/GPS)	\$2,200						\$2,200
<b>Total Capital Costs</b>	<b>\$366,400</b>						<b>\$366,400</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$366,400						\$366,400
<b>Total Capital Funding Sources</b>	<b>\$366,400</b>						<b>\$366,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repair	-\$10,000	-\$10,000	-\$8,000	-\$6,000	-\$4,000
<b>Total Operating Budget Impact</b>	<b>-\$10,000</b>	<b>-\$10,000</b>	<b>-\$8,000</b>	<b>-\$6,000</b>	<b>-\$4,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 10-129 are \$20,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT171  
**Project Name:** Replace Tandem Axle unit 10-130

**Project Description**

Replacement of Unit Number 10-130 which is a dual rear axle, combination Dump/Plow Truck complete with plow, wing, sander and on-board winter pre-wetting equipment.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

Unit # 10-130 is currently 10 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$228,846.00 and to date has incurred \$128,803 in maintenance and repair costs (May 2018) for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

Services performed with this unit are directly linked to legislative requirements for compliance with Minimum Maintenance Standards, O.Reg 230/02 as amended.

With approximately 800 km of assumed roadway to maintain divided into 14 distinct plow routes, having a full fleet of operational units is essential in servicing our community and maintaining service levels.

This is a primary unit with a designated winter route within the service areas fleet, the unit is also relied upon during summer operations for Ditching, Gravel Road resurfacing, shoulder maintenance along with transporting a range of materials across the municipality.

Major repairs for this unit have extended down time hindering service level delivery, leaving the Municipality vulnerable to liability concerns and service delivery delays.

Because this vehicle is used throughout the Municipality, this project is seen to be beneficial to majority of the community.

Unit 10-130 has a fleet criteria score of 33 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit #10-130 is not replaced in the recommended year, service levels for maintaining roads will be put at risk due to lack of available machinery to complete required works; potential liability cases can occur as a result of under-serviced roads. Our Municipality also runs the risk of not meeting minimum legislative requirements.

Additionally the delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy.

**Fleet Detail**

**Unit Number:** 10-130  
**Year of Vehicle:** 2010  
**Lifespan of Vehicle:** 8 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 33

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main Unit including Plow, Wing, Box and Pre-wetting devices)	\$361,700						\$361,700
Equipment/Fleet (Lights)	\$2,000						\$2,000
Equipment/Fleet (Decals)	\$500						\$500
Equipment/Fleet (Radio/GPS)	\$2,200						\$2,200
<b>Total Capital Costs</b>	<b>\$366,400</b>						<b>\$366,400</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$366,400						\$366,400
<b>Total Capital Funding Sources</b>	<b>\$366,400</b>						<b>\$366,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Breakdown and Repairs	-\$10,000	-\$10,000	-\$8,000	-\$6,000	-\$4,000
<b>Total Operating Budget Impact</b>	<b>-\$10,000</b>	<b>-\$10,000</b>	<b>-\$8,000</b>	<b>-\$6,000</b>	<b>-\$4,000</b>

**Other Information**

The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 10-130 are \$20,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT177  
**Project Name:** Replace Backhoe Unit 12-31

**Project Description**

Replacement of unit #12-31 which is a 4 x 4 Rubber tired backhoe complete with grappling thumb and multi position rear ditching bucket.

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

Unit #12-31 is currently 8 years old and has reached the end of its useful life cycle.

The original purchase of the unit was \$106,035 and to date has incurred \$50,474 in maintenance and repair costs (May 2018) for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This unit is the only Backhoe in the municipal fleet and used and relied upon on a daily basis, year round, to provide maintenance activities across the municipality. The backhoe is a key tool in performing annual ditching maintenance, municipal drain maintenance, beaver dam removals, flooding response, snow removal and excavating operations.

Unit 12-31 has a fleet criteria score of 23 and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

**Project Implications**

If unit #12-31 is not replaced in 2020, service levels for maintaining roads and drainage systems will be put at risk due to a shortage of vehicles required to complete the required works and potential liability cases can occur as a result of under-serviced roads and drainage systems. The Municipality also runs the risk of not meeting minimum legislative requirements resulting in fines from the Ministry.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	12-31
<b>Year of Vehicle:</b>	2012
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	23

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main Unit)	\$160,500						\$160,500
Equipment/Fleet (Radio/GPS)	\$2,100						\$2,100
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,100						\$2,100
<b>Total Capital Costs</b>	<b>\$165,000</b>						<b>\$165,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$165,000						\$165,000
<b>Total Capital Funding Sources</b>	<b>\$165,000</b>						<b>\$165,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Breakdown and Repair	-\$4,500	-\$4,500	-\$4,000	-\$4,000	-\$3,500
<b>Total Operating Budget Impact</b>	<b>-\$4,500</b>	<b>-\$4,500</b>	<b>-\$4,000</b>	<b>-\$4,000</b>	<b>-\$3,500</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 12-31 are \$18,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT203  
**Project Name:** Replace 1/2 Ton Truck Unit# 09-40

**Project Description**

Replacement of Unit# 09-40 which is a 1/2 ton service truck.  
  
 This project aligns with Strategic Plan objectives 2.5.7 and 3.5.2

**Project Justification**

Unit will be 10 years old in the requested replacement budget year and has reached the end of its useful life and will have met the replacement criteria as per the Town's approved Fleet Policy CP.01-15-15, this vehicle will have satisfied the Fleet Replacement Condition Assessment.

The original purchase of the unit was \$34,867.34 and to date has incurred \$18,913.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering operational services throughout all seasons within the service delivery team, transporting staff to and from work sites to perform a range of Operational tasks and maintenance related to parks and roads operations.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to a majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not met. Timely replacement of this vehicle ensures consistent service delivery.

This unit has a fleet criteria score of 31 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit this is not replaced in 2019, service levels for maintaining public spaces will be put at risk due to the shortage of vehicles to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-40
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	31

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials (1/2 Ton Crew Cab 4WD)	\$41,600						\$41,600
Materials (2 Way Radio)	\$1,100						\$1,100
Materials (Line X)	\$1,300						\$1,300
Materials (Decaling)	\$300						\$300
Materials (Light Bar & Rack)	\$2,000						\$2,000
Materials (Side Bars)	\$1,000						\$1,000
Materials (GPS Basic)	\$500						\$500
<b>Total Capital Costs</b>	<b>\$47,800</b>						<b>\$47,800</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$47,800						\$47,800
<b>Total Capital Funding Sources</b>	<b>\$47,800</b>						<b>\$47,800</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of this unit would be returned to the fleet reserves.



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT204  
**Project Name:** Replace 1 Ton Truck Unit# 09-108

**Project Description**

Replace Unit# 09-108 1 ton truck with new equivalent.

This project aligns with Strategic Plan objectives 2.5.7 and 3.5.2

**Project Justification**

Unit will be 10 years old in the requested replacement budget year and has reached the end of its useful life and will have met the replacement criteria as per the Town's approved Fleet Policy CP.01-15-15, this vehicle will have satisfied the Fleet Replacement Condition Assessment.

The original purchase of the unit was \$62,381.88 and to date has incurred \$18,671.00 in maintenance and repair costs (May 2018) for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering operational services throughout all seasons within the service delivery team, transporting staff to and from work sites to perform a range of Operational tasks and maintenance related to parks and roads operations.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to a majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not met. Timely replacement of this vehicle ensures consistent service delivery.

This unit has a fleet criteria score of 28 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit this is not replaced in the recommended year, service levels for maintaining public spaces will be put at risk due to the shortage of vehicles to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-108
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	28

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials (1 Ton Crew Cab 4WD)	\$78,000						\$78,000
Materials (Decaling)	\$300						\$300
Materials (Light Bar & Rack)	\$2,000						\$2,000
Materials (Side Bars)	\$1,000						\$1,000
Materials (Snow Plow)	\$7,300						\$7,300
Materials (GPS Basic)	\$500						\$500
Internal Staff Charges (2 Way Radio)	\$1,100						\$1,100
<b>Total Capital Costs</b>	<b>\$90,200</b>						<b>\$90,200</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$90,200						\$90,200
<b>Total Capital Funding Sources</b>	<b>\$90,200</b>						<b>\$90,200</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of this unit would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT205  
**Project Name:** Replace 3/4 Ton Truck Unit# 10-124

**Project Description**

Replacement of Unit# 10-124 which is a 2011 3/4 ton service truck.  
  
 This project aligns with Strategic Plan objectives 2.5.7 and 3.5.2

**Project Justification**

Unit will be 10 years old in the requested replacement budget year and has reached the end of its useful life and will have met the replacement criteria as per the Town's approved Fleet Policy CP.01-15-15, this vehicle will have satisfied the Fleet Replacement Condition Assessment.

The original purchase of the unit was \$52,463.01 and to date has incurred \$ 22,570.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering operational services throughout all seasons within the service delivery team, transporting staff to and from work sites to perform a range of Operational tasks and maintenance related to parks and roads operations.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to a majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not met. Timely replacement of this vehicle ensures consistent service delivery.

This unit has a fleet criteria score of 26 and as per the Fleet Policy (CP.01-15-15) a fleet score of 23-27 has a condition rating of III, this qualifies the vehicle for replacement.

**Project Implications**

If unit this is not replaced in 2020, service levels for maintaining public spaces will be put at risk due to the shortage of vehicles to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	10-124
<b>Year of Vehicle:</b>	2010
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	26

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Materials (GPS Basic)	\$500						\$500
Equipment/Fleet (3/4 Ton Crew Cab 4WD)	\$49,900						\$49,900
Equipment/Fleet (2 Way Radio)	\$1,100						\$1,100
Equipment/Fleet (Line X)	\$1,400						\$1,400
Equipment/Fleet (Decaling)	\$300						\$300
Equipment/Fleet (Light Bar & Rack)	\$2,100						\$2,100
Equipment/Fleet (Side Bars)	\$1,000						\$1,000
Equipment/Fleet (Snow Plow)	\$7,700						\$7,700
<b>Total Capital Costs</b>	<b>\$64,000</b>						<b>\$64,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$64,000						\$64,000
<b>Total Capital Funding Sources</b>	<b>\$64,000</b>						<b>\$64,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of this unit would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT224  
**Project Name:** Replace Compact Tractor 09-112

**Project Description**

Replacement of Unit# 09-112 which is an enclosed cab 4x4 compact utility tractor (Kubota) with front end loader bucket, blower, salter and front mounted sweeper attachments used for summer and winter park maintenance activities.

This project aligns with strategic plans:2.5.6, 3.5.2

**Project Justification**

Unit # 09-112 will be 10 years old and have reached the end of its useful life cycle.

The original purchase of the unit was Purchase \$ 33,823.98 and to date (May 2018) has incurred \$ 22,414.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This unit is used and relied upon on a daily basis to perform a range of Operational tasks and maintenance related to parks operations and timely replacement ensures consistent service delivery.

The summer tasks include ball diamond grooming, beach raking, rough cutting (flail mowing) of grass alongside parking lots, Trans Canada Trail and the towns storm water retention ponds. The unit also has a bucket loader that is used to load materials such as soil, sand and mulch. The winter tasks include, snow removal and salting along pathways in parks, around parking meters and around the building in Innisfil Beach Park.

The vehicle is relied upon daily to support service delivery and maintenance costs are starting to escalate as this is a specialized piece of equipment.

As this unit is essential for performing various facets of the maintenance operations year round within the service area, it is seen to provide benefit to the majority of the residents.

Unit 09-112 has a fleet criteria score of 24 (May 2018) and as per the Fleet Policy (CP.01-15-15) a fleet score between 23-27 has a condition rating of III which qualifies the vehicle for replacement.

**Project Implications**

If this unit is not replaced, service delivery will be impacted and levels of service will not be achieved. Because the unit performs activities related to user safety, this may also increase opportunities for claims.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-112
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	24

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials (Tractor)	\$45,000						\$45,000
Materials (2-Way Radio System)	\$1,100						\$1,100
Materials (Decaling)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$46,400</b>						<b>\$46,400</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$46,400						\$46,400
<b>Total Capital Funding Sources</b>	<b>\$46,400</b>						<b>\$46,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdowns	-\$1,000	-\$1,000	-\$500		
<b>Total Operating Budget Impact</b>	<b>-\$1,000</b>	<b>-\$1,000</b>	<b>-\$500</b>		

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of unit 09-112 would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT227  
**Project Name:** Replace 3/4 Ton Truck Unit# 09-15

**Project Description**

Replacement of Unit# 09-15 a 3/4 Ton pick up truck with same or equivalent.

This project aligns with Strategic Plan objectives 2.5.7 and 3.5.2 and 2.1.3

**Project Justification**

Unit 09-15 is currently 9 years old and has reached the end of its useful life and meets the Replacement criteria as Per the Town's approved Fleet Policy CP.01-15-15.

The original purchase of the unit was approximately \$53,000 and to date has incurred \$ 22,570.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering operational services throughout all seasons within the service delivery team, transporting staff to and from work sites to perform a range of Operational tasks and maintenance related to parks and roads operations. This vehicle is also equipped with a front mounted plow blade in the winter months which contributes to service delivery related to snow removal operations at our parking lots, facilities and public buildings.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to a majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not met. Timely replacement of this vehicle ensures consistent service delivery.

This unit has a fleet criteria score of 30 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

If unit this is not replaced in 2019, service levels for maintaining public spaces will be put at risk due to the shortage of vehicles to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-15
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	30

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (3/4 Ton )	\$55,200						\$55,200
Equipment/Fleet (2 way radio/GPS)	\$1,600						\$1,600
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Line X)	\$1,000						\$1,000
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
Equipment/Fleet (Side Bars)	\$1,000						\$1,000
<b>Total Capital Costs</b>	<b>\$61,100</b>						<b>\$61,100</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$61,100						\$61,100
<b>Total Capital Funding Sources</b>	<b>\$61,100</b>						<b>\$61,100</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of this unit would be returned to the fleet reserves.



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT241  
**Project Name:** Replace Toro Workman unit 11-125

### Project Description

Replace utility vehicle Toro Workman unit 11-125 with new or equivalent.

### Project Justification

This utility vehicle is now eight years old and has reached the point where maintenance and repair costs will start to escalate. This vehicle is utilized on a daily basis to maintain the grounds at Innisfil Beach Park.

The original purchase of the unit was Purchase \$ 31,705.00 / and to date (May 2018) has incurred \$ 23,262.00 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

This unit is used to mobilize staff who are performing day to day maintenance within Innisfil Beach Park. The unit is utilized for personnel transportation, sports field maintenance, special event support, garbage and debris clean up and related maintenance activities.

The unit is relied upon daily to support service delivery however when maintenance and repairs are required the cost is substantial as this is a specialized piece of equipment, further to this, when the unit is down for repairs/maintenance, staff are relying on the use of pick up trucks that are taken from other service delivery teams in order to complete the required tasks.

Unit 11-125 has a fleet criteria score of 30 (May 2018) and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or above has a condition rating of IV which qualifies the unit for immediate replacement.

### Project Implications

If unit #11-125 is not replaced in 2019, service levels for maintaining Innisfil Beach Park will be put at risk due to a shortage of utility vehicles required to complete the works and potential liability cases can occur as a result of under-serviced parks.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	11-125
<b>Year of Vehicle:</b>	2011
<b>Lifespan of Vehicle:</b>	8 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	30

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (RTV)	\$22,100						\$22,100
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (2 way radio/GPS)	\$1,600						\$1,600
<b>Total Capital Costs</b>	<b>\$24,000</b>						<b>\$24,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$24,000						\$24,000
<b>Total Capital Funding Sources</b>	<b>\$24,000</b>						<b>\$24,000</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of unit 11-125 are would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT275  
**Project Name:** Two (2) Operations Supervisors Vehicles - Roads

**Project Description**

Purchase two Electric vehicles for operations supervisors.  
  
 This project aligns with Strategic Plan Objective 2.1.3 and 3.4.4.

**Project Justification**

Operations supervisors are responsible for the direct supervision and oversight of the Town's approximate 800 lane kilometers of roads, 160 acres of parkland, 56 buildings and all associated assets in relation to the roads/parks and corporately owned property network. Supervisors duties include supervision of staff, work site inspections, monitoring contractor activities, meeting with residents/service providers, etc.

As the Town and Operations department has continued to grow, the utilization of all available fleet are being used for service delivery by field staff. Therefore, supervisory staff rely mainly on the use of their personal vehicles to complete their supervisory duties as there are no town vehicles available utilization.

It is the intent of this project to purchase electric/hybrid vehicles as a step toward environmentally sustainable modes of transportation and a reduction in future maintenance costs.

Providing municipal vehicles to supervisory staff provides many benefits to the organization including consistent corporate image, reliable vehicles for response, improved service level delivery and staff support. Additionally, it provides supervisory staff with the flexibility to respond to staff support and questions, customer inquiries, attend meetings offsite with residents and agencies, respond to unforeseen situations, etc. in a timely and efficient manner as supervisory staff are not waiting for vehicles to become available or using personal vehicles. Appropriate tools, resources and materials can be carried as required within each unit providing added efficiencies to the supervisors rolls and responsibilities.

While these vehicles are purchased and supplied with their own charging cords and connections, Capital Project RDS334 has been included within the Budget to provide as for an alternative charging means for these vehicles and any others which are purchased within Operations/Fleet.

**Project Implications**

If the additional vehicles are not purchased, the service area will need to look at other means of acquisition including the rental/lease of vehicles which will have further operating budget impacts and result in less flexibility in responding to the needs of the Town and Service area.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	New Additions
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Recipient:</b>	Roads
<b>Purchase Type:</b>	Addition

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (2 SUV's)	\$91,600						\$91,600
Equipment/Fleet (2 Way Radio/GPS)	\$2,200						\$2,200
Equipment/Fleet (Decals)	\$600						\$600
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$96,400</b>						<b>\$96,400</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$9,640						\$9,640
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.22 pg. 156)	\$86,760						\$86,760
<b>Total Capital Funding Sources</b>	<b>\$96,400</b>						<b>\$96,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Preventative Maintenance	\$500	\$500	\$500	\$500	\$500
Fuel	\$500	\$500	\$500	\$500	\$500
Annual Requirements (Insurance/Plate renew etc)	\$500	\$500	\$500	\$500	\$500
<b>Total Operating Budget Impact</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>

**Other Information**  
 Project cost is for two all-wheel drive SUV's type vehicles instead of the traditional full size pickup as this approach is more financially responsible and provides increased flexibility for the intended use.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT296  
**Project Name:** Two (2) Operations Trailer Mounted Pumps

**Project Description**

Purchase of Two additional Trailer Mounted Water Pumps.

**Project Justification**

With the consistently changing weather patterns experienced annually in Innisfil and across southern Ontario, the additional trailer mounted pumps will assist Operations Services with mitigating flooding situations, The town has seen an increase in flooding situations in recent years across the Town. Over the past five years, Operations has had to deploy water pumps including rentals on at least a minimum of once per spring season and/or for emergency response to storm events.

This purchase will allow staff to have the proper tools available to them without having to rely on third party companies/sources during emergency situations. When these pumps are generally required for use, there are usually many companies, municipalities and clients all try to obtain them at the same time and for the same reasons making it difficult and not timely to obtain.

The improved response time to address and mitigate flooding situations will have significant positive impacts for the residents in flood prone areas of the municipality and helps demonstrate the Town's due diligence in reducing liabilities resulting from closed roads due to being under water, roadside water hazards and subsequent damage to private property.

**Project Implications**

By not adding the proposed pumps to the fleet, staff anticipate increased costs and customer inquiries related to flooding as a result of insufficient pumping units.

Additionally, increased down time for crews due to pick up or wait on delivery during emergency response times has significant implications associated with flooding of roads and private property. Further, excessive wear and tear on existing pump is going to cause additional strains on the operating budget as maintenance and repairs will continue to escalate as a result of over working the existing unit.

**Fleet Detail**

**Recipient:** Roads  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Purchase of Unit)	\$46,500						\$46,500
Equipment/Fleet (Purchase of Unit 2)	\$46,500						\$46,500
<b>Total Capital Costs</b>	<b>\$93,000</b>						<b>\$93,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$9,300						\$9,300
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.23 pg. 156)	\$83,700						\$83,700
<b>Total Capital Funding Sources</b>	<b>\$93,000</b>						<b>\$93,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
PM	\$500	\$500	\$500	\$500	\$500
Fuel	\$500	\$500	\$500	\$500	\$500
Potential Savings to Rental	-\$3,000	-\$3,000	-\$3,000	-\$3,000	-\$3,000
<b>Total Operating Budget Impact</b>	<b>-\$2,000</b>	<b>-\$2,000</b>	<b>-\$2,000</b>	<b>-\$2,000</b>	<b>-\$2,000</b>

**Other Information**

Potential costs savings shown under the Operating Budget Impact result from the need not to spend operating budget dollars on Rental equipment.

Example, this spring 3 additional rental units had to be obtained for addressing flooding conditions. As the pumps are Large Trailer mounted units which need to be rented inclusive of suction and discharge hoses, rental rates can be upwards of \$1500 per week, per unit.

### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT343  
**Project Name:** Addition of Fire Inspector Vehicle

**Project Description**  
 This vehicle would be a light duty truck/van to carry protective gear, equipment for fire investigations, and equipment needed during inspections (ladder, portable lights, laptop, printer, etc). The vehicle is required to allow the inspector to visit and inspect occupancies across the Town.

**Project Justification**  
 This vehicle is required in order to have two Fire Inspectors complete inspections and public education.

**Project Implications**  
 To not approve this project would result in the new Fire Inspector being unable to complete inspections throughout the Town.

**Fleet Detail**  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Recipient:** Fire  
**Purchase Type:** Addition

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (2 Way Radio)	\$1,400						\$1,400
Materials (Decaling)	\$3,500						\$3,500
Materials (Light bar/siren)	\$5,500						\$5,500
Equipment/Fleet ( SUV/light duty truck/van)	\$35,000						\$35,000
<b>Total Capital Costs</b>	<b>\$45,400</b>						<b>\$45,400</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Oblig.RF-Fire DCA (100% DC Funded 2.3.6 pg. 87)	\$45,400						\$45,400
<b>Total Capital Funding Sources</b>	<b>\$45,400</b>						<b>\$45,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fuel/Insurance/Maintenance	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500
<b>Total Operating Budget Impact</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$4,500</b>



### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT344  
**Project Name:** Addition of Fire Boat

**Project Description**

The purchase of an equipped fire boat to provide water rescue and firefighting capability.

A fire boat would allow for water to be relayed from the lake to be used during residential/commercial structure fires for properties near the water. These areas typically have limited fire hydrants and require elaborate water tanker shuttle which can have a large impact on fire suppression activities. A fire boat would allow the tankers to fill up much closer to the lake and help alleviate water supply issues.

**Project Justification**

Fire services are required at boat fires and to provide aid to people in distress on the waters of Lake Simcoe. Also, with the development of the Big Bay Point area, access to some boats and buildings could be by water only. A fire boat would be critical in the response to these situations.

**Project Implications**

Without the addition of this fire boat, response times to incidents on the water, within marinas, and fires that could be suppressed via the shoreline would drastically increase as the Town would have to wait for an additional resources to respond.

**Fleet Detail**

**Recipient:** Fire  
**Purchase Type:** Addition

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (firefighting equipment)	\$50,000						\$50,000
Equipment/Fleet (boat and related fire fighting equipment)	\$500,000						\$500,000
<b>Total Capital Costs</b>	<b>\$550,000</b>						<b>\$550,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
External Capital Contributions (Friday Harbour)	\$234,000						\$234,000
Oblig.RF-Fire DCA (100% DC Funded 2.3.7 pg. 87)	\$316,000						\$316,000
<b>Total Capital Funding Sources</b>	<b>\$550,000</b>						<b>\$550,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Fuel/insurance/winter storage	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Maintenance/Repair/Licencing		\$4,500	\$4,500	\$4,500	\$4,500
<b>Total Operating Budget Impact</b>	<b>\$7,000</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>	<b>\$11,500</b>

**Other Information**  
 DSR-081-18 details how this project will be funded by Friday Harbour through a Capital Facilities Agreement, and thereby make this Capital Project redundant.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT347  
**Project Name:** Replace 3/4 Ton Truck Unit# 09-24

**Project Description**

Replacement of Unit No. 09-24 which is a 3/4 ton quad cab service truck.

This project aligns with Strategic Plan objectives 2.5.7 and 3.5.2

**Project Justification**

Unit will be 11 years old in the requested replacement budget year and has reached the end of its useful life and will have met the replacement criteria as per the Town's approved Fleet Policy CP.01-15-15.

The original purchase of the unit was approximately \$53,000 and to date has incurred approximately \$22,000 in maintenance and repair costs for the vehicle, future costs for maintenance and repair are expected to increase annually if the unit is not replaced.

The vehicle is responsible for completing and delivering operational services throughout all seasons within the service delivery team, transporting staff to and from work sites to perform a range of Operational tasks and maintenance related to parks and roads operations.

Because this vehicle is used throughout the Municipality on a year round basis, this project is seen to be beneficial to a majority of the community.

As the vehicle ages, we have seen major repairs undertaken for this unit, these repairs impact service levels and delivery and cause delays in delivering services.

Service delivery delays can also lead to liability concerns if minimum maintenance standards are not met. Timely replacement of this vehicle ensures consistent service delivery.

This unit has a fleet criteria score of 27 and as per the Fleet Policy (CP.01-15-15) a fleet score of 23-27 has a condition rating of III, this qualifies the vehicle for replacement.

**Project Implications**

If unit this is not replaced in 2020, service levels for maintaining public spaces will be put at risk due to the shortage of vehicles to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

Additionally the delay of the replacement would put additional strains on the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

<b>Fleet Detail</b>	
<b>Unit Number:</b>	09-24
<b>Year of Vehicle:</b>	2009
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Purchase Type:</b>	Replacement
<b>Plans For Old Unit:</b>	Sell (net proceeds will be deposited to vehicle reserve)
<b>Fleet Policy Score:</b>	27

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Materials (3/4 Ton Crew Cab 4WD)	\$49,900						\$49,900
Materials (2-Way Radio)	\$1,100						\$1,100
Materials (Sprayed Box Liner)	\$1,000						\$1,000
Materials (Decaling)	\$300						\$300
Materials (Light Bar & Rack)	\$2,100						\$2,100
Materials (Side Bars)	\$1,000						\$1,000
Materials (GPS Basic)	\$500						\$500
Materials (Snow Plow)	\$7,500						\$7,500
<b>Total Capital Costs</b>	<b>\$63,400</b>						<b>\$63,400</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$63,400						\$63,400
<b>Total Capital Funding Sources</b>	<b>\$63,400</b>						<b>\$63,400</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Proceeds from sale of this unit would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Municipal Law  
**Project Number:** FLT366  
**Project Name:** Replace CDSB Fleet Unit 07-59

**Project Description**

Replacement of existing Unit No. 07-59 which is a Light Duty Pick-up truck currently being utilized by Municipal Law.  
 The intent of this project is to replace this vehicle with a more universal unit being a mid sized SUV.

**Project Justification**

Unit # 07-59 is currently 12 years old and has reached its useful life cycle.  
 Unit is used daily by the CDSB service team for a range of operational tasks including Municipal Law enforcement, building permit inspections, staff transportation, animal control, customer service inquiries and site inspections.  
 As this will serve as one of the two main units for animal control, the capital costs shown all for the installation of a animal restraint/cage system.  
 Unit 07-59 has a fleet criteria score of 27 and as per the Fleet Policy (CP.01-15-15) a fleet score of 23 or higher has a condition rating of III, this qualifies the vehicle for replacement.

**Project Implications**

The delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy along with additional impacts to the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

**Fleet Detail**

**Unit Number:** 07-59  
**Year of Vehicle:** 2007  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 27

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Small SUV all wheel drive)	\$27,300						\$27,300
Equipment/Fleet (Two Way Radio)	\$1,100						\$1,100
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Light bar)	\$2,000						\$2,000
Equipment/Fleet (Shelving for Animal control)	\$2,500						\$2,500
<b>Total Capital Costs</b>	<b>\$33,200</b>						<b>\$33,200</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$33,200						\$33,200
<b>Total Capital Funding Sources</b>	<b>\$33,200</b>						<b>\$33,200</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and repair	-\$500	-\$500	-\$500	-\$300	-\$300
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$300</b>	<b>-\$300</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 07-59 are \$1,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Municipal Law  
**Project Number:** FLT367  
**Project Name:** Replace CDSB Fleet unit 08-50

**Project Description**

Replacement of existing Unit No. 08-50 which is a Light Duty Pick-up truck currently being utilized by Municipal Law.  
 The intent of this project is to replace this vehicle with a more universal unit being a mid sized SUV.

**Project Justification**

Unit # 08-50 is currently 11 years old and has reached its useful life cycle.  
 Unit is used daily by the CDSB service team for a range of operational tasks including Municipal Law enforcement, building permit inspections, staff transportation, animal control, customer service inquiries and site inspections.  
 As this will serve as one of the two main units for animal control, the capital costs shown all for the installation of a animal restraint/cage system.  
 Unit 08-50 has a fleet criteria score of 29 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

The delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy along with additional impacts to the operating budget as maintenance and repairs will continue to escalate in future years when vehicles are not replaced as planned.

**Fleet Detail**

**Unit Number:** 08-50  
**Year of Vehicle:** 2008  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 29

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Small SUV all wheel drive)	\$27,300						\$27,300
Equipment/Fleet (2-way radio move to new vehicle)	\$1,100						\$1,100
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
Equipment/Fleet (Shelving (dog cage))	\$2,500						\$2,500
<b>Total Capital Costs</b>	<b>\$33,200</b>						<b>\$33,200</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$33,200						\$33,200
<b>Total Capital Funding Sources</b>	<b>\$33,200</b>						<b>\$33,200</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repair	-\$500	-\$500	-\$500	-\$300	-\$300
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$300</b>	<b>-\$300</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 08-50 are \$1,000 and would be returned to the fleet reserves.



## Capital Budget Project Detail Sheet

**Service Area:** Inspection  
**Project Number:** FLT368  
**Project Name:** Replace CDSB Fleet unit 09-61

**Project Description**

Replacement of existing Unit No. 09-61 which is a Light Duty Pick-up truck currently being utilized by Municipal Law.  
 The intent of this project is to replace this vehicle with a more universal unit being a mid sized SUV.

**Project Justification**

Unit # 09-61 is currently 10 years old and has reached its useful life cycle.  
 Unit is used daily by the CDSB service team for a range of operational tasks including Municipal Law enforcement, building permit inspections, staff transportation, customer service inquiries and site inspections.  
 Unit 09-61 has a fleet criteria score of 29 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

The delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy along with additional impacts to the operating budget as maintenance and repairs will continue to escalate in future years.

**Fleet Detail**

**Unit Number:** 09-61  
**Year of Vehicle:** 2009  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 29

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Small SUV all wheel drive)	\$27,300						\$27,300
Equipment/Fleet (2-way radio move to new vehicle)	\$1,100						\$1,100
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Light Bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$30,700</b>						<b>\$30,700</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Inspect.Stabilization	\$30,700						\$30,700
<b>Total Capital Funding Sources</b>	<b>\$30,700</b>						<b>\$30,700</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Breakdown and Repair	-\$500	-\$500	-\$500	-\$300	-\$300
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$300</b>	<b>-\$300</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 09-61 are \$1,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Inspection  
**Project Number:** FLT370  
**Project Name:** Replace CDSB Fleet unit 11-136

**Project Description**

Replacement of existing Unit No. 11-136 which is a mid-sized hybrid SUV.

**Project Justification**

Unit # 11-136 is currently 8 years old and has deteriorated more quickly than anticipated within the fleet. As per the Town's current Fleet Policy CP.01-15-15, this unit has satisfied the Fleet Replacement Condition Assessment for advanced replacement.

Unit is used daily by the CDSB service team for a range of operational tasks including Municipal Law enforcement, building permit inspections, staff transportation, animal control, customer service inquiries and site inspections.

Unit 11-136 has a fleet criteria score of 33 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

**Project Implications**

The delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy along with additional impacts to the operating budget as maintenance and repairs will continue to escalate in future years.

**Fleet Detail**

**Unit Number:** 11-136  
**Year of Vehicle:** 2011  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 33

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Small SUV all wheel drive)	\$27,300						\$27,300
Equipment/Fleet (2-way radio move to new vehicle)	\$1,100						\$1,100
Equipment/Fleet (decals)	\$300						\$300
Equipment/Fleet (light bar)	\$2,000						\$2,000
<b>Total Capital Costs</b>	<b>\$30,700</b>						<b>\$30,700</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Inspect.Stabilization	\$30,700						\$30,700
<b>Total Capital Funding Sources</b>	<b>\$30,700</b>						<b>\$30,700</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 11-136 are \$1,000 and would be returned to the fleet reserves.

## Capital Budget Project Detail Sheet

**Service Area:** Inspection  
**Project Number:** FLT371  
**Project Name:** Replace CDSB Fleet unit 11-135

**Project Description**

Replacement of existing Unit No. 11-135 which is a mid-sized hybrid SUV.

**Project Justification**

Unit # 11-136 is currently 9 years old and has reached its useful life cycle.

Unit 08-50 has a fleet criteria score of 33 and as per the Fleet Policy (CP.01-15-15) a fleet score of 28 or higher has a condition rating of IV, this qualifies the vehicle for immediate replacement.

Unit is used daily by the CDSB service team for a range of operational tasks including Municipal Law enforcement, building permit inspections, staff transportation, animal control, customer service inquiries and site inspections.

It is the intent of this project to purchase electric/hybrid vehicles as a step toward environmentally sustainable modes of transportation and a reduction in future maintenance costs. Vehicles of this nature are supplied with their own charging cords.

**Project Implications**

The delay of the replacement would put additional strains on the capital budget process in future years when vehicles are not replaced as planned and provided for within the existing Fleet Management Policy along with additional impacts to the operating budget as maintenance and repairs will continue to escalate in future years.

**Fleet Detail**

**Unit Number:** 11-135  
**Year of Vehicle:** 2011  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)  
**Fleet Policy Score:** 23

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Electric SUV all wheel drive)	\$49,500						\$49,500
Equipment/Fleet (2-way radio move to new vehicle)	\$1,100						\$1,100
Equipment/Fleet (Decal)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$50,900</b>						<b>\$50,900</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Inspect.Stabilization	\$50,900						\$50,900
<b>Total Capital Funding Sources</b>	<b>\$50,900</b>						<b>\$50,900</b>

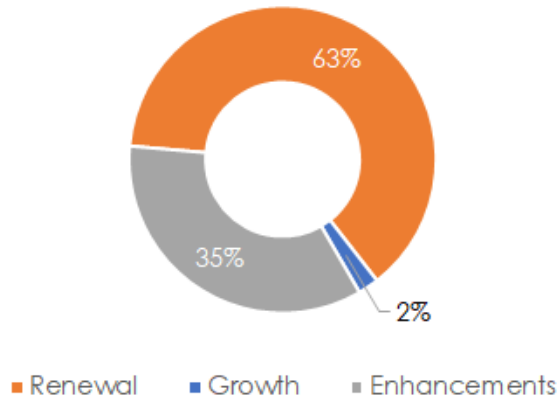
<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Breakdown and Repair	-\$500	-\$500	-\$500	-\$500	-\$500
<b>Total Operating Budget Impact</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>	<b>-\$500</b>

**Other Information**  
 The existing unit is planned to be sold once the replacement unit has arrived and is operational within the fleet. Estimated proceeds from sale of unit 11-135 are \$3,000 and would be returned to the fleet reserves.

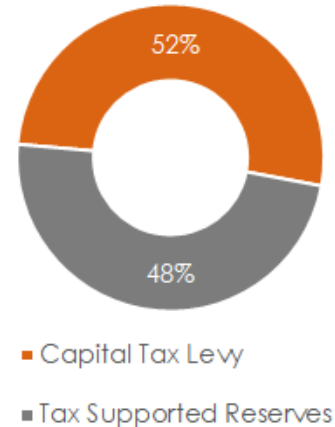
# Summary: Information Technology Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	185,000	160,000	345,000	1,717,000	\$ 2,062,000
Growth	12,000	-	12,000	75,000	\$ 87,000
Enhancements	132,500	57,500	190,000	435,000	\$ 625,000
<b>Expenditures by Classification Total</b>	<b>\$ 329,500</b>	<b>\$ 217,500</b>	<b>\$ 547,000</b>	<b>\$ 2,227,000</b>	<b>\$ 2,774,000</b>
<b>Source of Funding</b>					
Alternative Revenue Source	-	-	-	7,500	\$ 7,500
Capital Tax Levy	224,500	57,500	282,000	985,000	\$ 1,267,000
Tax Supported Reserves	105,000	160,000	265,000	1,167,000	\$ 1,432,000
Development Charges	-	-	-	67,500	\$ 67,500
<b>Source of Funding Total</b>	<b>\$ 329,500</b>	<b>\$ 217,500</b>	<b>\$ 547,000</b>	<b>\$ 2,227,000</b>	<b>\$ 2,774,000</b>

2019 & 2020 Approved IT Projects - Expenditures by Classification



2019 & 2020 Approved IT Projects - Source of Funding



# Projects: Information Technology

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
IT63 Hardware Replacements	90,000	95,000	185,000	860,000	\$ 1,045,000	Information Technology
IT70 Hardware Replacements - *CDSB	15,000	15,000	30,000	175,000	\$ 205,000	Information Technology
IT86 Database management software	-	50,000	50,000	-	\$ 50,000	Information Technology
IT89 Network Infrastructure replacements	-	-	-	75,000	\$ 75,000	Information Technology
IT132 Card Access Technology Upgrade	-	-	-	125,000	\$ 125,000	Information Technology
IT133 Phone System replacement	-	-	-	125,000	\$ 125,000	Information Technology
IT136 Council Chambers Audio Visual upgrades	-	-	-	300,000	\$ 300,000	Information Technology
IT141 Security Camera Replacements	80,000	-	80,000	-	\$ 80,000	Information Technology
IT144 Database Management Software	-	-	-	57,000	\$ 57,000	Information Technology
<b>Total Renewal Projects</b>	<b>185,000</b>	<b>160,000</b>	<b>345,000</b>	<b>1,717,000</b>	<b>\$ 2,062,000</b>	
<b>Growth</b>						
IT143 Public Wifi & Hot Spot (Wireless) Development at the Innisfil GO Station	-	-	-	75,000	\$ 75,000	Growing Communities
IT145 Outfit 2019 SLC - IT Equipment & Signage	12,000	-	12,000	-	\$ 12,000	Community Programming & Activities
<b>Total Growth Projects</b>	<b>12,000</b>	<b>-</b>	<b>12,000</b>	<b>75,000</b>	<b>\$ 87,000</b>	



	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Enhancements</b>						
IT73 Corporate Business Systems Improvements	-	-	-	375,000	\$ 375,000	Information Technology
IT140 IT Research & Development	7,500	7,500	15,000	60,000	\$ 75,000	Information Technology
IT142 Digital Strategy	75,000	-	75,000	-	\$ 75,000	Information Technology
IT143 Public Wifi	50,000	50,000	100,000	-	\$ 100,000	Information Technology
<b>Total Enhancement Projects</b>	<b>132,500</b>	<b>57,500</b>	<b>190,000</b>	<b>435,000</b>	<b>\$ 625,000</b>	
<b>Total Information Technology Projects</b>	<b>\$ 329,500</b>	<b>\$ 217,500</b>	<b>\$ 547,000</b>	<b>\$ 2,227,000</b>	<b>\$ 2,774,000</b>	

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT63  
**Project Name:** Hardware Replacements

### Project Description

Hardware annual life cycle replacement program for laptops, desktops, servers and network equipment.

### Project Justification

Computer hardware is an essential tool enabling staff to complete their daily tasks. Regular scheduled replacements (3-7 years depending on type of equipment) ensure that staff can work efficiently with minimal lost time and productivity due to hardware failure or outdated equipment.

### Project Implications

By not completing this project, user hardware and town IT infrastructure will be come obsolete and not meet the changing needs of the corporation.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Hardware (Replacement computer hardware)	\$160,000	\$90,000	\$95,000	\$100,000	\$100,000	\$105,000	\$555,000	\$1,205,000
<b>Total Capital Costs</b>	<b>\$160,000</b>	<b>\$90,000</b>	<b>\$95,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>\$555,000</b>	<b>\$1,205,000</b>

Capital Funding Sources	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Reserve-Computer Deprec. (Replacement hardware)	\$160,000	\$90,000	\$95,000	\$100,000	\$100,000	\$105,000	\$555,000	\$1,205,000
<b>Total Capital Funding Sources</b>	<b>\$160,000</b>	<b>\$90,000</b>	<b>\$95,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>\$555,000</b>	<b>\$1,205,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT70  
**Project Name:** Hardware Replacements - CDSB

**Project Description**

Hardware annual life cycle replacement program for computers and desktops.

**Project Justification**

Computer hardware is an essential tool enabling staff to complete their daily tasks. Regular scheduled replacements (3-5 years depending on type of equipment) ensure that staff can work efficiently with minimal lost time and productivity due to hardware failure or outdated equipment.

**Project Implications**

By not completing this project, CDSB user hardware will be come obsolete and not meet the changing needs of the corporation.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Hardware (Replacement Hardware)	\$24,000	\$15,000	\$15,000	\$15,000	\$20,000	\$20,000	\$120,000	\$229,000
<b>Total Capital Costs</b>	<b>\$24,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$120,000</b>	<b>\$229,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Inspect.Stabilization (Replacement Hardware)	\$24,000	\$15,000	\$15,000	\$15,000	\$20,000	\$20,000	\$120,000	\$229,000
<b>Total Capital Funding Sources</b>	<b>\$24,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$120,000</b>	<b>\$229,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT86  
**Project Name:** Database management software  
**Timeline for Project/Construction:** 2020 Q3, 2020 Q4

### Project Description

Upgrade database software - currently SQL Server. SQL Server is a server-side application that handles data storage for various corporate applications. Upgrade should be performed according to Microsoft product lifecycles.

### Project Justification

Current version of this software in use was released in 2014 and mainstream support is planned to end in 2019, with extended support available until 2024. This project proposes to upgrade these applications to current versions. This will maintain compatibility with new versions of user applications and Microsoft service pack releases.

### Project Implications

By not upgrading, the Town will get into a situation of running out dated software that may be vulnerable to emerging security risks. Additionally, as end-user software is upgraded and enhanced, eventually it will be come incompatible with older versions of the database software.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Consulting/Engineering (Upgrade assistance)	\$10,000						\$10,000
Software (SQL Server)	\$40,000						\$40,000
<b>Total Capital Costs</b>	<b>\$50,000</b>						<b>\$50,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Reserve-Computer Deprec.	\$50,000						\$50,000
<b>Total Capital Funding Sources</b>	<b>\$50,000</b>						<b>\$50,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT140  
**Project Name:** IT Research & Development

### Project Description

Project to facilitate development of innovative solutions.

### Project Justification

In this age of rapidly changing technology, it is imperative for IT professionals to remain current with new and emerging technology. This project aims to provide staff (both IT and end-users) to trial new and emerging technology and evaluate if it can be utilized to benefit municipal initiatives.

### Project Implications

By not having the means to acquire new technology to trial, this trialing will not happen, leaving the Town using older technology or costs get embedded into existing projects and/or operating funds.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$45,000	\$82,500
<b>Total Capital Costs</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$45,000</b>	<b>\$82,500</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$45,000	\$82,500
<b>Total Capital Funding Sources</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$7,500</b>	<b>\$45,000</b>	<b>\$82,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT141  
**Project Name:** Security Camera Replacements  
**Timeline for Design:** 2019 Q1  
**Timeline for Project/Construction:** 2019 Q3

### Project Description

Replace analog security cameras with digital IP security cameras and new Digital Recording Device (DVR).

### Project Justification

Security cameras are used by staff to monitor a number of town facilities for security purposes. This video has been requested in the past from South Simcoe Police for use in investigations. The current analog cameras and DVRs were installed over 10 years ago and are approaching end of life.

### Project Implications

Not upgrading will mean older cameras remain in use, however these don't provide clear images and are running on older technology. They are prone to breakdown, leaving the system inoperable and unable to be used to investigate incidents.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (DVR (3), IP Cameras (50))	\$80,000						\$80,000
<b>Total Capital Costs</b>	<b>\$80,000</b>						<b>\$80,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$80,000						\$80,000
<b>Total Capital Funding Sources</b>	<b>\$80,000</b>						<b>\$80,000</b>

### Other Information

Locations would include Town Hall, IRC and Innisfil Beach Park Compound.

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT142  
**Project Name:** Digital Strategy  
**Timeline for Design:** 2019 Q3, 2019 Q4

### Project Description

Create Digital Strategy for the Town.

### Project Justification

Smart Community, connected community, Open Data, Internet of Things. These are all variations on how a community takes advantage of new and emerging digital technologies. A smart community uses digital technology to monitor and/or control aspects in the community to facilitate resident experiences and municipal services and efficiencies.

These technologies are complex and evolving rapidly. This project will focus Town efforts when planning and implementing digital technology to ensure the best benefit/outcomes for the Town's residents and staff.

### Project Implications

Not creating a digital strategy will result in a fragmented approach which would see projects planned in a hap-hazard way, losing efficiencies and ability to build on existing solutions, therefore not achieving all the potential benefits.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering	\$75,000						\$75,000
<b>Total Capital Costs</b>	<b>\$75,000</b>						<b>\$75,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$75,000						\$75,000
<b>Total Capital Funding Sources</b>	<b>\$75,000</b>						<b>\$75,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT143  
**Project Name:** Public Wifi & Hot Spot (Wireless) Development at the Innisfil GO Station  
**Timeline for Design:** 2019 Q1  
**Timeline for Project/Construction:** 2019 Q2, 2019 Q3, 2020 Q2, 2020 Q3

### Project Description

Implement public wifi in popular public areas throughout the Town such as Innisfil Beach Road, Cookstown, Innisfil Beach Park and Arenas.

### Project Justification

With the advent of digital services, there is a greater need to provide wifi services in various areas throughout the municipality. This project will see public wifi installed in select public areas throughout Innisfil. WiFi infrastructure would allow for installation of Smart Community initiatives as determined through a proposed Digital Strategy.

A wifi service will provide the following benefits:

1. Provide network access in areas lacking adequate coverage from commercial providers
2. Provide a means for those in our community without the ability to pay for full Internet service the ability to take advantage of online services
3. Provide backbone to build on for Smart Community initiatives.

### Project Implications

Not proceeding with this will leave the Town dependent on 3rd party providers and not meet expectations of residents. May result in not meeting the deliverable set-up in the Town's strategic plan.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Hardware	\$50,000	\$50,000		\$75,000			\$175,000
<b>Total Capital Costs</b>	<b>\$50,000</b>	<b>\$50,000</b>		<b>\$75,000</b>			<b>\$175,000</b>



<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS				\$7,500			\$7,500
Oblig.RF-Library DCA (90% DC Funded Post Period 1.4.3 pg. 78)				\$67,500			\$67,500
Discr.RF-Capital	\$50,000	\$50,000					\$100,000
<b>Total Capital Funding Sources</b>	<b>\$50,000</b>	<b>\$50,000</b>		<b>\$75,000</b>			<b>\$175,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Internet access fees		\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Operating Budget Impact</b>		<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

**Other Information**

Meets II2020 Tactic 1.3.4

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT145  
**Project Name:** Outfit 2019 SLC - IT Equipment & Signage

### Project Description

2019 Service Level Change for Health & Wellness Catalyst & extended service hours within Innisfil Recreational Complex - outfit positions and required space with IT Equipment & signage.

### Project Justification

Health & Wellness Catalyst:

Committed to the Towns Inspiring Innisfil 2020 vision and corresponding Community and Corporate Strategic Plans, the Health & Wellness Catalyst would be responsible for delivering health and wellness strategic initiatives in a way that maximizes corporate, partner, and local community assets and resources, inspiration, and potential. The Catalyst would be responsible for retaining, attracting, and expanding high quality, health sector employment in the Town, as well as creating public spaces, services and resources that promote health, happiness, well-being and social collisions. With the introduction of the new Rizzardo Health & Wellness Centre in Innisfil, this position would be responsible for providing programming oversight for the Health Hub by providing clinical direction and system coordination to ensure all residents receive continuity of care and coordinated treatment in the area of health promotion, disease prevention and wellness. The Catalyst would target social determinants of health and facilitate governmental, profit and non-profit service provision to sustainably improve the health of the Innisfil community.

Extended service hours within Innisfil Recreational Complex:

Extended hours will provide access to Facility Bookings (last minute ice booking, increase utilization rates in our facilities, Program Registration), drop-in programming, late registration and other town services to a demographic group that has not been able to physically process these services in person. Based on our growing community, it is expected that these types of services are available and desired at our local arenas. We believe the overall usage of the Innisfil Recreational Complex and other services & facilities will increase due to the expanded access to services.

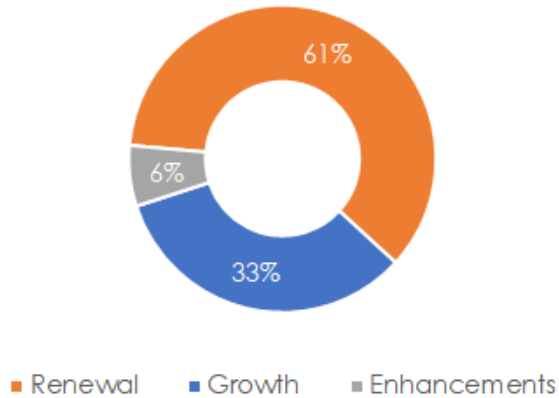
Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (Retro Fit YMCA Counter Space)	\$2,500						\$2,500
Equipment/Fleet (Retro Fit YMCA Counter Space)	\$5,000						\$5,000
Hardware (Health & Wellness Catalyst)	\$4,500						\$4,500
<b>Total Capital Costs</b>	<b>\$12,000</b>						<b>\$12,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$12,000						\$12,000
<b>Total Capital Funding Sources</b>	<b>\$12,000</b>						<b>\$12,000</b>

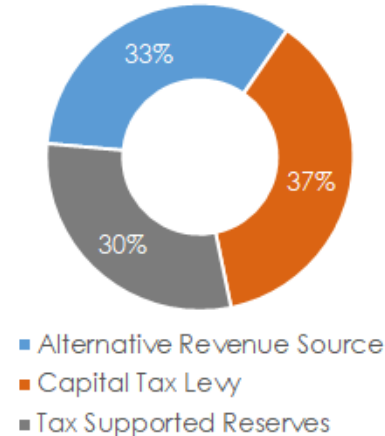
# Summary: Library Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	148,158	183,415	331,573	886,361	\$ 1,217,934
Growth	-	182,170	182,170	26,088,500	\$ 26,270,670
Enhancements	35,000	-	35,000	-	\$ 35,000
<b>Expenditures by Classification Total</b>	<b>\$ 183,158</b>	<b>\$ 365,585</b>	<b>\$ 548,743</b>	<b>\$ 26,974,861</b>	<b>\$ 27,523,604</b>
<b>Source of Funding</b>					
Alternative Revenue Source	-	182,170	182,170	2,698,850	\$ 2,881,020
Capital Tax Levy	104,000	100,000	204,000	200,000	\$ 404,000
Tax Supported Reserves	79,158	83,415	162,573	686,361	\$ 848,934
Development Charges	-	-	-	23,389,650	\$ 23,389,650
<b>Source of Funding Total</b>	<b>\$ 183,158</b>	<b>\$ 365,585</b>	<b>\$ 548,743</b>	<b>\$ 26,974,861</b>	<b>\$ 27,523,604</b>

2019 & 2020 Approved Library Projects - Expenditures by Classification



2019 & 2020 Approved Library Projects - Source of Funding



# Projects: Library

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
LIB5 Electronic Equipment - All Branches	79,158	83,415	162,573	686,361	\$ 848,934	Information Technology
LIB37 Cookstown Facility Assessment & Repairs	25,000	100,000	125,000	-	\$ 125,000	Community Hubs
LIB46 Cookstown Partition Wall/Doors Replacement	44,000	-	44,000	-	\$ 44,000	Community Hubs
LIB49 Lakeshore Facility Assessment & Repairs	-	-	-	150,000	\$ 150,000	Community Hubs
LIB52 Replacement Furnishings	-	-	-	50,000	\$ 50,000	Community Hubs
<b>Total Renewal Projects</b>	<b>148,158</b>	<b>183,415</b>	<b>331,573</b>	<b>886,361</b>	<b>\$ 1,217,934</b>	
<b>Growth</b>						
LIB4 RFID	-	-	-	50,000	\$ 50,000	Growing Communities
LIB42 ideaLAB & Library with Recreational Component in Lefroy - Design, Preparation & Construction	-	-	-	8,806,300	\$ 8,806,300	Growing Communities
LIB44 Organizational Review	-	-	-	40,000	\$ 40,000	Growing Communities
LIB45 Updated Needs Assessment Study	-	-	-	40,000	\$ 40,000	Growing Communities
LIB47 Town Campus Library Branch Site Planning & Design & Construction	-	-	-	17,032,200	\$ 17,032,200	Growing Communities
LIB53 Master Plan	-	-	-	60,000	\$ 60,000	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
LIB54 Strategic Plan	-	-	-	60,000	\$ 60,000	Growing Communities
LIB65 Marketing Kiosks	-	104,170	104,170	-	\$ 104,170	Community Programming & Activities
LIB66 Mobile Outreach Unit (InnMotion)	-	78,000	78,000	-	\$ 78,000	Community Programming & Activities
<b>Total Growth Projects</b>	-	<b>182,170</b>	<b>182,170</b>	<b>26,088,500</b>	<b>\$ 26,270,670</b>	
<b>Enhancements</b>						
LIB50 Shade Sails at Cookstown Branch	35,000	-	35,000	-	\$ 35,000	Community Hubs
<b>Total Enhancement Projects</b>	<b>35,000</b>	-	<b>35,000</b>	-	<b>\$ 35,000</b>	
<b>Total Library Projects</b>	<b>\$ 183,158</b>	<b>\$ 365,585</b>	<b>\$ 548,743</b>	<b>\$ 26,974,861</b>	<b>\$ 27,523,604</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB5  
**Project Name:** Electronic Equipment - All Branches

### Project Description

Replacement of older computers, servers, and peripheral equipment (adult & children).

### Project Justification

Key component of Library Services.

Public use of computers takes its toll on the equipment.

Purchase of new equipment is in accordance with:

- Town SP #1.3.5. - Promote and improve digital literacy and smart citizenship;
- The Library's current Strategic Plan - Goal #4 - Cultivate a Hacker Ethic - Action Plan #1 - Integrate technologies into our services, spaces and processes as natural elements; and
- Action Plan #4 - Build technology confidence, including an increased awareness of hacker culture, within the community; and
- The Library's current Information Technology Policy.

### Project Implications

If electronic equipment is not purchased, then the effectiveness and efficiency of Library Service will be significantly reduced, as it is greatly enhanced and in many ways, very dependent on access to up-to-date technology.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Hardware (Computer Hardware)	\$287,265	\$44,158	\$48,415	\$34,053	\$42,955	\$55,915	\$273,438	\$786,199
Hardware	\$43,176							\$43,176
Hardware	\$1,834							\$1,834
Hardware	\$11,191							\$11,191
Hardware (Peripherals)	\$29,821	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	\$79,821
Hardware (Digital + Hacker + Maker Labs)	\$150,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	\$450,000
<b>Total Capital Costs</b>	<b>\$523,287</b>	<b>\$79,158</b>	<b>\$83,415</b>	<b>\$69,053</b>	<b>\$77,955</b>	<b>\$90,915</b>	<b>\$448,438</b>	<b>\$1,372,221</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Library Computer Depre	\$523,287	\$79,158	\$83,415	\$69,053	\$77,955	\$90,915	\$448,438	\$1,372,221
<b>Total Capital Funding Sources</b>	<b>\$523,287</b>	<b>\$79,158</b>	<b>\$83,415</b>	<b>\$69,053</b>	<b>\$77,955</b>	<b>\$90,915</b>	<b>\$448,438</b>	<b>\$1,372,221</b>

**Other Information**

Whenever available, grant funding will be sought for the purchase of technology tools and equipment.



## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB37  
**Project Name:** Cookstown Facility Assessment & Repairs

### Project Description

Cookstown Branch will have been open for ten years in 2019. Ten years of significant use combined with a trend of increasingly severe weather patterns will have impacted the functionality and the appearance of elements of the Cookstown Branch to the point where substantial repairs (roof, flooring, HVAC) or replacement may be necessary.

Phase 1 of this project will assess the condition of the Cookstown Facility;  
 Phase 2 of this project will involve repairs/replacements identified as necessary in the assessment phase.

### Project Justification

Population growth and many new services will place demands on the branch. A well maintained building is an asset to the community.

This project is in line with:

- Town Strategic Objective 3.5. - Sustain Infrastructure; and
- The Library's Strategic Plan Goal #2 - Design and construct creative, collaborative space - ...physical spaces that are engaging.

### Project Implications

This project will facilitate the detection of necessary repairs, which if not acknowledged could possibly reach a critical stage and result in higher costs due to the immediacy of the repair and a requirement for potentially more extensive restoration work. Repairs will proceed only if identified as necessary during the assessment.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$25,000	\$100,000					\$125,000
<b>Total Capital Costs</b>	<b>\$25,000</b>	<b>\$100,000</b>					<b>\$125,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$25,000	\$100,000					\$125,000
<b>Total Capital Funding Sources</b>	<b>\$25,000</b>	<b>\$100,000</b>					<b>\$125,000</b>

**Other Information**

Phase 2 of this project is contingent upon the results of the Phase 1 assessment.

Former Project LIB43 has been merged into Project LIB37 as Phase 2

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB46  
**Project Name:** Cookstown Partition Wall/Doors Replacement

### Project Description

A moveable partition wall was installed between the Lobby and the Community Room during the original construction of the Cookstown Branch. The purpose of including this wall in the design was to increase the flexibility of the space.

This partition wall should be replaced with a product which is much easier to use and requires minimal maintenance, ideally using a device similar to what is in place at the Lakeshore Branch.

### Project Justification

Ten years of significant use of the Branch, often accompanied by the opening and closing of the partition wall have resulted in equipment which has been problematic for several years now. It has become very difficult to open and close, with panels popping out, and most recently, with a piece of metal protruding from one of the panels. The flexibility of the space is being compromised, as the partition's increasing difficulty of use will ultimately end its effective and safe operation.

### Project Implications

If the partition is not replaced, the space will lose its flexibility and related revenue stream as the room will no longer be rentable as a separate space.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$44,000						\$44,000
<b>Total Capital Costs</b>	<b>\$44,000</b>						<b>\$44,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$44,000						\$44,000
<b>Total Capital Funding Sources</b>	<b>\$44,000</b>						<b>\$44,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB50  
**Project Name:** Shade Sails at Cookstown Branch

### Project Description

Installation of shade sails on the patio to the east of the Cookstown Branch.

### Project Justification

The patio/splash pad to the east of the Cookstown Branch has very little shade protection around the splash pad and none at all on the Library patio. The lack of shade protection is a health concern because of the young age of many of those who use the splash pad and the repercussions from exposure of bare skin to sun and water combined, often when the sun is at its highest.

The patio/splash pad area is extremely well used by residents. Library Staff provide special storytimes and programmes in this area.

This project is aligned with:

- Town SP 2.5.1. - Promote health & wellness strategies and principles throughout the Town; and
- The Library's current Strategic Plan Goal #3 - Action Plan 4 - Take the library to the community.

The City of Toronto is expanding its programme of providing free sunscreen in its parks, recognizing the importance of proactively protecting its Residents.

### Project Implications

This project will provide protection to all residents (especially the younger demographic) and staff who use the patio and the splash pad area as it cannot be safely used without protection.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$35,000						\$35,000
<b>Total Capital Costs</b>	<b>\$35,000</b>						<b>\$35,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$35,000						\$35,000
<b>Total Capital Funding Sources</b>	<b>\$35,000</b>						<b>\$35,000</b>

Innisfil ideaLAB & Library Capital Budget Project #LIB50 – Shade Sails at Cookstown Branch - Examples of Installations



**Innisfil ideaLAB & Library Capital Budget Project #LIB50 – Shade Sails at Cookstown Branch - Examples of Installations**



## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB65  
**Project Name:** Marketing Kiosks

### Project Description

Installation of Marketing Kiosks at various locations around the Town for the purposes of extending access to and providing a presence for Town and Library information, including programming.

### Project Justification

To better serve the community, the Marketing Kiosks will increase digital connections with our residents, especially those unable to access Town or Library services during traditional business hours. The Marketing Kiosks will provide the Town and the Library with new and convenient ways to connect residents with the information and tools they need, such as Town and Library events, programmes and registration information.

This project aligns with:

- Town SP #2.4.3. - Encourage and create opportunities to increase cultural events and programming; and
- The Library's Strategic Plan Goal 3 - Develop a strong community presence - Action Plan 4 - Take the library to the community.

### Project Implications

This project is an opportunity to provide a Town/Library presence in various pockets of the Town, which do not currently have a Town/Library facility.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Materials	\$104,170						\$104,170
<b>Total Capital Costs</b>	<b>\$104,170</b>						<b>\$104,170</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS (Town Kiosk)	\$104,170						\$104,170
<b>Total Capital Funding Sources</b>	<b>\$104,170</b>						<b>\$104,170</b>

Net Annual Operating Budget Impact	2020	2021	2022	2023	2024
Staff Time for monitoring/troubleshooting	\$3,133	\$6,360	\$6,455	\$6,552	\$6,651
<b>Total Operating Budget Impact</b>	<b>\$3,133</b>	<b>\$6,360</b>	<b>\$6,455</b>	<b>\$6,552</b>	<b>\$6,651</b>

**Other Information**

This project is proposed jointly with the IT Department and is contingent upon an evaluation of the success of a Marketing Kiosk currently in the installation process.



## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB66  
**Project Name:** Mobile Outreach Unit (InnMotion)  
**Timeline for Project/Construction:** 2020 Q2

### Project Description

The Mobile Outreach Unit will serve as a Mobile Community Hub. This project will involve the outfitting of a vehicle with equipment such as a mounting screen, speakers, a portable PA system, iPads and a laptop, which will result in improved opportunities for Town and Library Staff to go out into the community and reach out to residents, (especially those who are not able to get to the established Library and Town facilities) to provide information, offer programmes and hold meetings across the Town - at a moment's notice, if necessary.

### Project Justification

The Mobile Outreach Unit would provide a flexible, additional, framework for Town and Library Staff to reach out to residents, thus increasing and strengthening those important connections. The Mobile Outreach Unit will increase opportunities for residents to improve digital literacy and enrich connections between residents and Library and Town services. This improved access to resources will help to create a smart, connected and engaged citizenry.

This is a cross-functional project. It aligns with:

- Town SP #2.4.3. - Encourage and create opportunities to increase cultural events and programming; and
- The Library's current Strategic Plan Goal #3 - Develop a strong community presence - Action Plan #4 - Take the Library to the Community.

### Project Implications

This project provides an opportunity to reach out to residents who might not otherwise have connected with the Town/Library. It also offers flexibility in the methods which can be used to issue a message to groups which might otherwise be missed, especially to the more isolated citizens of Innisfil.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Equipment/Fleet ( Vehicle & Customization)	\$40,544						\$40,544
Equipment/Fleet (Electronic Equipment)	\$37,456						\$37,456
<b>Total Capital Costs</b>	<b>\$78,000</b>						<b>\$78,000</b>

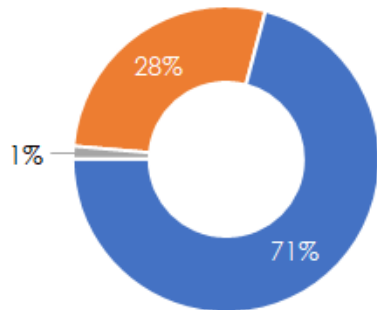
Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$78,000						\$78,000
<b>Total Capital Funding Sources</b>	<b>\$78,000</b>						<b>\$78,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Vehicle Insurance, Fuel & Maintenance	\$3,500	\$4,400	\$4,466	\$4,533	\$4,601
<b>Total Operating Budget Impact</b>	<b>\$3,500</b>	<b>\$4,400</b>	<b>\$4,466</b>	<b>\$4,533</b>	<b>\$4,601</b>

# Summary: Parks Projects

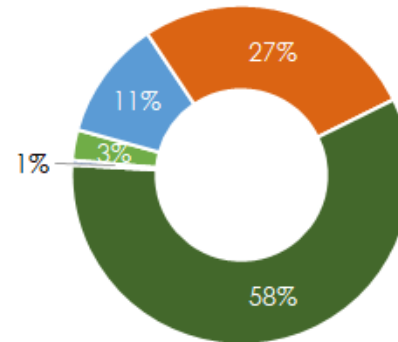
	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	3,155,595	1,616,455	4,772,050	43,530,590	\$ 48,302,640
Growth	8,492,410	3,731,531	12,223,941	31,810,396	\$ 44,034,336
Enhancements	226,250	-	226,250	444,617	\$ 670,867
<b>Expenditures by Classification Total</b>	<b>\$ 11,874,255</b>	<b>\$ 5,347,986</b>	<b>\$ 17,222,241</b>	<b>\$ 75,785,603</b>	<b>\$ 93,007,843</b>
<b>Source of Funding</b>					
Grants & Other Recoveries	500,000	-	500,000	-	\$ 500,000
Alternative Revenue Source	1,095,975	861,086	1,957,061	8,323,527	\$ 10,280,588
Capital Tax Levy	3,037,345	1,616,455	4,653,800	38,464,807	\$ 43,118,607
Development Charges	7,164,535	2,870,445	10,034,980	28,997,269	\$ 39,032,249
Restricted Reserve Funds	76,400	-	76,400	-	\$ 76,400
<b>Source of Funding Total</b>	<b>\$ 11,874,255</b>	<b>\$ 5,347,986</b>	<b>\$ 17,222,241</b>	<b>\$ 75,785,603</b>	<b>\$ 93,007,843</b>

2019 & 2020 Approved Parks Projects - Expenditures by Classification



■ Renewal ■ Growth ■ Enhancements

2019 & 2020 Approved Parks Projects - Source of Funding



■ Grants & Other Recoveries  
 ■ Alternative Revenue Source  
 ■ Capital Tax Levy  
 ■ Development Charges  
 ■ Restricted Reserve Funds

# Projects: Parks

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
PKS20 Annual Playground Replacement Program	266,310	274,010	540,320	4,547,160	\$ 5,087,480	Parks & Recreation Spaces
PKS135 Lefroy Arena Redevelopment	-	-	-	17,706,000	\$ 17,706,000	Community Hubs
PKS139 Town Campus - Drainage Improvements	539,328	-	539,328	-	\$ 539,328	Stormwater Management
PKS141 Innisfil Recreation Centre (IRC) Sports Field Irrigation Replacement	-	-	-	172,000	\$ 172,000	Community Hubs
PKS144 Parkland Redevelopment Program	598,500	261,620	860,120	4,521,200	\$ 5,381,320	Parks & Recreation Spaces
PKS185 Town Hall Masonry Repointing	15,625	-	15,625	-	\$ 15,625	Community Hubs
PKS189 Town Hall Pedestrian Paving Repairs	23,225	-	23,225	-	\$ 23,225	Community Hubs
PKS199 Parks/Roadends/Open Spaces Condition Assessment	100,000	-	100,000	-	\$ 100,000	Parks & Recreation Spaces
PKS202 Innisfil Beach Park (IBP) Lakeside Pavilion Building Maintenance	-	-	-	15,000	\$ 15,000	Community Hubs
PKS205 Innisfil Beach Park (IBP) Garage Office Building Maintenance	-	-	-	39,500	\$ 39,500	Community Hubs
PKS206 Innisfil Beach Park (IBP) Gatehouse Building Maintenance	-	39,750	39,750	-	\$ 39,750	Parks & Recreation Spaces
PKS207 Innisfil Beach Park (IBP) West Pavilion Building Maintenance	-	-	-	53,800	\$ 53,800	Community Hubs
PKS208 Buildings Designated Substances Survey	100,000	-	100,000	-	\$ 100,000	Asset Management

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS231 Churchill Community Centre Interior Facility Maintenance	-	22,500	22,500	-	\$ 22,500	Community Hubs
PKS233 Cookstown Quonset Hut Building Maintenance	49,875	-	49,875	-	\$ 49,875	Community Hubs
PKS237 Cookstown Theatre Roof and Exterior Siding Replacement	-	31,250	31,250	-	\$ 31,250	Community Hubs
PKS238 Cookstown Theatre Interior Painting	-	16,250	16,250	-	\$ 16,250	Community Hubs
PKS240 Innisfil Beach Park (IBP) Lakeside Pavilion Roof Repairs	-	-	-	49,000	\$ 49,000	Community Hubs
PKS243 IBP Gatehouse Window Replacement	-	-	-	10,000	\$ 10,000	Community Hubs
PKS248 Innisfil Beach Park (IBP) Lakeside Pavilion Washroom Plumbing Fixtures Replacement	-	-	-	35,000	\$ 35,000	Community Hubs
PKS275 IBP Snack Bar Window Replacement	-	-	-	15,625	\$ 15,625	Community Hubs
PKS279 Innisfil Beach Park (IBP) West Pavilion Roof Repairs	-	-	-	49,000	\$ 49,000	Community Hubs
PKS281 Innisfil Recreation Centre (IRC) Replacement of Window Sealants/deficiencies	-	94,000	94,000	-	\$ 94,000	Community Hubs
PKS282 Innisfil Recreational Centre (IRC) Repair Exterior Doors/Overhead Doors	-	-	-	18,750	\$ 18,750	Community Hubs
PKS286 Innisfil Recreational Centre (IRC) Floor Repairs	-	-	-	138,900	\$ 138,900	Community Hubs
PKS291 IRC Interior Facility Painting	-	125,000	125,000	-	\$ 125,000	Community Hubs
PKS300 Lefroy Arena Parking Lot Repair and Reseal	-	-	-	77,000	\$ 77,000	Community Hubs

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS315 Town Hall Roof Repairs	-	-	-	70,625	\$ 70,625	Community Hubs
PKS316 Town Hall Paint Wall Covering Upgrades	-	-	-	195,000	\$ 195,000	Community Hubs
PKS317 Town Hall Carpet Replacement	-	-	-	96,350	\$ 96,350	Community Hubs
PKS318 Town Hall Concrete Floor Refinishing	-	-	-	12,000	\$ 12,000	Community Hubs
PKS328 IRC- Rainwater Harvesting for Irrigation	-	-	-	673,100	\$ 673,100	Stormwater Management
PKS334 Baseball/ Soccer Sports Complex	-	539,625	539,625	13,106,600	\$ 13,646,225	Parks & Recreation Spaces
PKS340 Building Condition Assessments	200,000	-	200,000	-	\$ 200,000	Asset Management
PKS345 Parks/Road Ends Signage Program	70,840	72,450	143,290	150,880	\$ 294,170	Parks & Recreation Spaces
PKS346 Centennial Park Parking Lot Surfacing Upgrade	-	-	-	76,300	\$ 76,300	Parks & Recreation Spaces
PKS348 IRC North Parking Lot Repairs	916,892	-	916,892	-	\$ 916,892	Community Hubs
PKS349 Nantyr Park Baseball Diamond Re-development	-	-	-	125,000	\$ 125,000	Parks & Recreation Spaces
PKS353 Huron Court Park - Sports Field Redevelopment	-	140,000	140,000	-	\$ 140,000	Parks & Recreation Spaces
PKS355 Warrington Way Park - Sports Field Redevelopment	-	-	-	140,000	\$ 140,000	Parks & Recreation Spaces
PKS356 Stroud Arena Park - Redevelop Baseball Diamond	275,000	-	275,000	-	\$ 275,000	Parks & Recreation Spaces
PKS357 Knock Community Centre- Redevelop Baseball Diamond and Amenities	-	-	-	100,000	\$ 100,000	Parks & Recreation Spaces
PKS358 Cookstown Memorial Park - Cenotaph Redevelopment	-	-	-	30,000	\$ 30,000	Parks & Recreation Spaces

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS359 Crossroads Park - Resurfacing and Fencing of Courts	-	-	-	163,000	\$ 163,000	Parks & Recreation Spaces
PKS360 Coralwoods Park - Parking lot Repaving	-	-	-	71,000	\$ 71,000	Parks & Recreation Spaces
PKS361 Dempster Park - Parking Lot Repaving	-	-	-	105,000	\$ 105,000	Parks & Recreation Spaces
PKS362 Huron Court Park - Parking Lot Repaving	-	-	-	140,000	\$ 140,000	Parks & Recreation Spaces
PKS363 Fennels Corners Park - Parking Lot Resurfacing	-	-	-	54,000	\$ 54,000	Parks & Recreation Spaces
PKS366 Knock Community Centre Parking Lot Surface Sealing	-	-	-	40,000	\$ 40,000	Community Hubs
PKS367 Lefroy Arena - Skate Park Replacement and Upgrades	-	-	-	321,800	\$ 321,800	Parks & Recreation Spaces
PKS369 30th Sideroad Government Dock Repairs	-	-	-	212,000	\$ 212,000	Parks & Recreation Spaces
PKS375 Innisfil Recreation Complex (IRC) Roadway Upgrades and Replacements	-	-	-	200,000	\$ 200,000	Community Hubs
<b>Total Renewal Projects</b>	<b>3,155,595</b>	<b>1,616,455</b>	<b>4,772,050</b>	<b>43,530,590</b>	<b>\$ 48,302,640</b>	
<b>Growth</b>						
PKS13 Webster Park	-	-	-	225,000	\$ 225,000	Growing Communities
PKS21 Alcona Community Park (ORSI Subdivision)	-	-	-	1,215,396	\$ 1,215,396	Growing Communities
PKS25 Alcona Park Development	5,000,000	-	5,000,000	-	\$ 5,000,000	Growing Communities
PKS37 Town Campus - Walking Trails	258,200	265,600	523,800	847,700	\$ 1,371,500	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS83 Sleeping Lion - New Park	1,523,750	-	1,523,750	-	\$ 1,523,750	Growing Communities
PKS84 Innisfil Beach Park - New Pavilion	-	-	-	610,000	\$ 610,000	Growing Communities
PKS85 Sleeping Lion - New Parkette (no. 3)	-	686,475	686,475	-	\$ 686,475	Growing Communities
PKS86 LSAMI P4 - New Park	-	-	-	780,000	\$ 780,000	Growing Communities
PKS88 Innisfil Beach Park - Hydro & Water Service Expansion	-	264,000	264,000	-	\$ 264,000	Growing Communities
PKS91 LSAMI P3 - New Park	-	-	-	526,500	\$ 526,500	Growing Communities
PKS105 Parks Master Plan-Update	-	-	-	210,680	\$ 210,680	Growing Communities
PKS191 Road Ends Program - Implement Parks & Recreation Master Plan Recommendations	339,900	349,800	689,700	3,204,300	\$ 3,894,000	Growing Communities
PKS197 Innisvillage East - New Parkette	-	-	-	251,856	\$ 251,856	Growing Communities
PKS198 Innisvillage West - New Park	-	-	-	1,457,500	\$ 1,457,500	Growing Communities
PKS203 Big Bay Point Quarry - New Park	-	-	-	2,047,500	\$ 2,047,500	Growing Communities
PKS213 Trail Program - Implement Trails Master Plan	463,732	468,896	932,628	4,187,440	\$ 5,120,067	Growing Communities
PKS216 Cookstown Library & Community Park Phase 3	-	-	-	323,796	\$ 323,796	Growing Communities
PKS217 Innisfil Beach Park - Skating Rink or Path	-	-	-	1,250,111	\$ 1,250,111	Growing Communities



	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS218 25th Sideroad & Big Bay Point - New Community Space	-	-	-	2,681,400	\$ 2,681,400	Growing Communities
PKS241 Meadows of Stroud Park - Improvements	300,828	-	300,828	-	\$ 300,828	Growing Communities
PKS335 Mooring Bouys - 20 units	38,000	-	38,000	-	\$ 38,000	Growing Communities
PKS342 Innisfil Beach Park- Docking System	318,000	1,090,000	1,408,000	1,130,000	\$ 2,538,000	Growing Communities
PKS368 Alcona Downs 3 Phase 3- Parkette	-	69,960	69,960	-	\$ 69,960	Growing Communities
PKS370 Alcona Downs 4- Parkette	-	-	-	223,740	\$ 223,740	Growing Communities
PKS373 Town Campus- Implement Campus Node Master Plan 3 Phases	-	-	-	2,110,275	\$ 2,110,275	Growing Communities
PKS373 Town Campus- Implement Campus Node Master Plan 3 Phases (Incl. Greenhouse)	-	-	-	1,319,670	\$ 1,319,670	Growing Communities
PKS374 Innisfil Beach Park- Implement Innisfil Beach Park Master Plan	-	-	-	4,045,400	\$ 4,045,400	Growing Communities
PKS376 Victoria Street Cookstown- Southwest Parkette 1 (VSDI)	-	-	-	38,280	\$ 38,280	Growing Communities
PKS378 Victoria Street Cookstown- Southwest Parkette 2 (VSDI)	-	-	-	38,280	\$ 38,280	Growing Communities
PKS379 Gilford- New Parkette (Shore Acres)	-	-	-	191,400	\$ 191,400	Growing Communities
PKS38 Innisfil Beach Park - Trail System Expansion	-	536,800	536,800	-	\$ 536,800	Growing Communities
PKS382 Alfred Street Development- Parkette (Kirsh Lands)	-	-	-	40,656	\$ 40,656	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PKS383 Belle Ewart Lakeview Estates- Parkette (Ballymore)	-	-	-	40,656	\$ 40,656	Growing Communities
PKS384 Gilford- Park (Innisgreen)	-	-	-	1,402,200	\$ 1,402,200	Growing Communities
PKS386 Sandy Cove- Park 4 (Teromi Lands)	-	-	-	284,196	\$ 284,196	Growing Communities
PKS396 Isabella St.- Boat Launch/Government Dock Rehabilitation	-	-	-	664,464	\$ 664,464	Parks & Recreation Spaces
PKS397 Lake Simcoe Enjoyment Strategy	250,000		250,000	-	\$ 250,000	Growing Communities
PKS398 LSAMI P1- Trail Connection to Go Station	-	-	-	462,000	\$ 462,000	Growing Communities
<b>Total Growth Projects</b>	<b>8,492,410</b>	<b>3,731,531</b>	<b>12,223,941</b>	<b>31,810,396</b>	<b>\$ 44,034,336</b>	
<b>Enhancements</b>						
PKS196 Supply and Install Solar Lighting IBP Playground	43,750	-	43,750	-	\$ 43,750	Parks & Recreation Spaces
PKS341 Legal Surveys	-	-	-	444,617	\$ 444,617	Parks & Recreation Spaces
PKS399 Demolition - 7335 Yonge Street	82,500	-	82,500	-	\$ 82,500	Growing Communities
PKS401 Innisfil Beach Park Improvements	100,000	-	100,000	-	\$ 100,000	Parks & Recreation Spaces
<b>Total Enhancement Projects</b>	<b>226,250</b>	<b>-</b>	<b>226,250</b>	<b>444,617</b>	<b>\$ 670,867</b>	
<b>Total Parks Projects</b>	<b>\$ 11,874,255</b>	<b>\$ 5,347,986</b>	<b>\$ 17,222,241</b>	<b>\$ 75,785,603</b>	<b>\$ 93,007,843</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS20  
**Project Name:** Annual Playground Replacement Program

### Project Description

Annual Playground Replacement Program.

Starting in 2022 two parks are to be completed a year to expedite the required repairs. The Playground Replacement Program is inline with the Parks Redevelopment Program.

Schedule:

Meadows of Stroud/Sunset Park 2019

Pitt Street Park 2020

Orm Membery Park 2021

Ashwood Park & Nantyr Park 2022

Sunset Park & Webster Park 2023

Previn Court Park & Anna Maria Park 2024

Lawrence Ave Park & Ireton Street Park 2025

Stroud Park & Huron Court Park 2026

Warrington Way Park & Coral Woods Park 2027

Aspen Street Park & Andrade Memorial Park 2028

Linda Street Park & Leonards Beach Park 2029

### Project Justification

Playground equipment should be replaced on a 10 to 15 year life cycle depending on the type of structure and its current condition assessment. Furthermore, updating the playgrounds to meet AODA standards are a requirement as the units are replaced. Prioritization of replacements is based on equipment age and observations made by Town Staff.

This project supports the following Strategic Plan objectives:

3.5.1 - Continue to develop effective asset management plans for all municipal capital assets

3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

### Project Implications

Existing playground infrastructure will continue to deteriorate until the end of its useful lifespan. Could become a safety concern if deteriorates (CSA standards must be met).

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Design/Build)	\$890,000	\$242,100	\$249,100	\$256,200	\$513,200	\$545,200	\$2,975,400	\$5,671,200
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$45,000	\$24,210	\$24,910	\$25,620	\$25,660	\$27,260	\$178,620	\$351,280
<b>Total Capital Costs</b>	<b>\$935,000</b>	<b>\$266,310</b>	<b>\$274,010</b>	<b>\$281,820</b>	<b>\$538,860</b>	<b>\$572,460</b>	<b>\$3,154,020</b>	<b>\$6,022,480</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$935,000	\$266,310	\$274,010	\$281,820	\$538,860	\$572,460	\$3,154,020	\$6,022,480
<b>Total Capital Funding Sources</b>	<b>\$935,000</b>	<b>\$266,310</b>	<b>\$274,010</b>	<b>\$281,820</b>	<b>\$538,860</b>	<b>\$572,460</b>	<b>\$3,154,020</b>	<b>\$6,022,480</b>

**Other Information**  
 Q1 - RFP & Award  
 Q2 & Q3 - Design/Build

Should the Town receive a favorable bidding, additional funds at year end are to be carried forward to next year.

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS25  
**Project Name:** Alcona Park Development

**Project Description**  
 Construct a playground, water play, seating area, landscape areas and a pathway in the Alcona Core.

**Project Justification**  
 The creation of a park in the Alcona core for a playground and a pedestrian connectivity to IBR.  
 This project was previously combined with PKS104 and has a Council approved budget of approx. \$1.1M to install amenities beside the Lakeshore Library.  
 Additional funds have been added for 2019 as per DSR-100-18 Municipal Capital Facilities Agreement and Tri-party Agreement re Watersand Development and 2018 Development Charges Background Study.  
 This project supports the following Strategic Plan objectives:  
 - 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)  
 1.1.3 Collaborate with developers to design, build, service and sustain the community we want.

**Project Implications**  
 If not completed there will be a missed opportunity to add parkland amenities in the Alcona Core.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$450,000	\$4,725,000						\$5,175,000
Consulting/Engineering	\$25,000	\$275,000						\$300,000
<b>Total Capital Costs</b>	<b>\$475,000</b>	<b>\$5,000,000</b>						<b>\$5,475,000</b>

Capital Funding Sources	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
ARS	\$47,500	\$500,000						\$547,500
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.15 pg. 131)	\$427,500	\$4,500,000						\$4,927,500
<b>Total Capital Funding Sources</b>	<b>\$475,000</b>	<b>\$5,000,000</b>						<b>\$5,475,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Water, Chemicals, Equipment Maint.	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Total Operating Budget Impact</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS37  
**Project Name:** Town Campus - Walking Trails

### Project Description

The Town Campus has been identified through the Trails Master Plan as an area of growth to create accessible connections throughout the Town. In collaboration with the Rotary Club, the trails on the Town Campus aim to be AODA compliant, multi-use with the future ability to connect the various facilities on the Town Campus. This trail also contributes to the broader scale helping to connect 7th Line with other trails being planned that include Innisfil Beach Road trail into Alcona and future trail identified on CR4, multiuse trail on 7th Line.

In 2018, this project received additional funding through Simcoe County's Trails Connecting Communities Program to show support for the above visions. Town staff expect that the continuation of this trail will also be eligible for continued support from this program in future years.

### Project Justification

To support various pillars of the Town's Official Plan and Strategic Goals.

Connect.

- Strengthen the attachment to place throughout the Town by providing gathering places both on a large Town-wide scale and a smaller neighbourhood scale;
- Strengthen social connections by providing opportunities for social interaction through public places and activities in those places to build a stronger sense of community;
- Improve mobility for all residents by providing for active transportation connections within neighbourhoods and between communities while planning for the provision of public transit;

Grow

- Manage growth in the Town in an appropriate manner that promotes intensification, provides for a range of housing choices, commercial services and employment opportunities and phases the growth in tandem with the provision of infrastructure and community facilities.

Sustain

- Enhance existing and create new parks and open spaces to serve the recreational needs of our residents and as place making destinations;

Strategic Plan References

- 2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure (connects to 2.5.3)
- 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)
- 3.3.2 Develop an accessible system of connecting trails and walkways between communities (connects to 2.1.2)

This project was included in the Development Charges Background Study

**Project Implications**

If this project is not completed, the current phases of the Town Campus walking trails will remain as they are with no overall connection to all areas of the campus.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$200,000	\$212,000	\$218,000	\$226,000	\$232,000	\$238,000		\$1,326,000
Internal Staff Charges	\$7,500	\$21,200	\$21,800	\$22,500	\$23,100	\$24,000		\$120,100
Design/Engineering	\$20,000	\$25,000	\$25,800	\$26,500	\$27,300	\$28,300		\$152,900
<b>Total Capital Costs</b>	<b>\$227,500</b>	<b>\$258,200</b>	<b>\$265,600</b>	<b>\$275,000</b>	<b>\$282,400</b>	<b>\$290,300</b>		<b>\$1,599,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,750	\$142,010	\$146,080	\$151,250	\$155,320	\$159,665		\$777,075
Oblig.RF-Parks Outdoor DCA (45% DC Funded 4.6.3/4/5/6/7 pg. 131)		\$116,190	\$119,520	\$123,750	\$127,080	\$130,635		\$617,175
ARS-Post Period DC (90% DC Funded Post Period 5.3.37 pg. 131)	\$204,750							\$204,750
<b>Total Capital Funding Sources</b>	<b>\$227,500</b>	<b>\$258,200</b>	<b>\$265,600</b>	<b>\$275,000</b>	<b>\$282,400</b>	<b>\$290,300</b>		<b>\$1,599,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance / Snow Removal / Grass Cutting	\$2,300	\$2,400	\$2,500	\$2,500	\$2,600
<b>Total Operating Budget Impact</b>	<b>\$2,300</b>	<b>\$2,400</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$2,600</b>



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS38  
**Project Name:** Innisfil Beach Park - Trail System Expansion  
**Timeline for Design:** 2020 Q2, 2020 Q3  
**Timeline for Project/Construction:** 2021 Q2, 2021 Q3

### Project Description

Expansion of Innisfil Beach Park (IBP) trail system based and new fitness equipment.

Fitness equipment to be grouped together in one central location that can be used to program outdoor fitness classes like crossfit.

### Project Justification

Fitness equipment- Recommendation #17 of the 2016 Parks & Recreation Master Plan "Active Innisfil".

Trail Expansion- Recommended in the Trails Master Plan as a Short Term Project.

Strategic Plan Alignment 2.5.6- Ensure Innisfil Beach Park is a recreation asset that everyone can enjoy.

This project is anticipated to be included in recommendations of the Innisfil Beach Park Master Plan to be completed in 2018.

This project was included in the 2018 Development Charges Background Study.

This project supports the following strategic plan objectives:

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

### Project Implications

Would not be supporting our Inspiring Innisfil 2020 connect pillar.

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Materials (Fitness Equip. - Table 34 Masterplan)	\$40,000						\$40,000
Construction/Subcontracting	\$400,000						\$400,000
Internal Staff Charges (Engineering, Purchasing, Legal (5%))	\$22,000						\$22,000
Design/Engineering (Design (10%))	\$44,000						\$44,000
Design/Engineering (Construction (7%))	\$30,800						\$30,800
<b>Total Capital Costs</b>	<b>\$536,800</b>						<b>\$536,800</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$53,680						\$53,680
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.14 pg. 131)	\$483,120						\$483,120
<b>Total Capital Funding Sources</b>	<b>\$536,800</b>						<b>\$536,800</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Hydro (Utilities)		\$2,000	\$2,000	\$2,000	\$2,000
Equipment maintenance				\$500	\$500
<b>Total Operating Budget Impact</b>		<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,500</b>	<b>\$2,500</b>

#### **Other Information**

Q2 2020 - Survey & Geotech investigation  
 Q3 & Q4 2020 - Design  
 Q1 2021 - Tender  
 Q3 & Q4 2021 - Construction

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS83  
**Project Name:** Sleeping Lion - New Park  
**Timeline for Design:** 2019 Q2, 2019 Q3, 2019 Q4

**Project Description**

New park in Sleeping Lion Development, scope includes an all inclusive champion park playground and an accessible all inclusive focused park. Additional features may also include soccer field, basketball court, trails and on street parking.

To be named Margaretta's Park, Margaretta Papp-Belayneh, Chair of the Innisfil Accessibility Advisory Committee (IAAC) and valued community volunteer passed away on March 2, 2018.

In addition to this budget community fundraising required to assist with the playground.

**Project Justification**

Designated park land approved in Draft Plan Conditions.

Included in Development Charges Background Study 4.6.16.

This project supports the following objectives of the Strategic Plan:

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**

Parks needs to be included in line with development build out to support the local community otherwise there would be no local amenities. If park didn't proceed Town would need to find new site for All Inclusive playground to support accesibility committee initiative.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$1,325,000						\$1,325,000
Internal Staff Charges (Engineering, Purchasing, Legal (5%))	\$66,250						\$66,250
Design/Engineering (Design (5%))	\$66,250						\$66,250
Design/Engineering (Construction (5%))	\$66,250						\$66,250
<b>Total Capital Costs</b>	<b>\$1,523,750</b>						<b>\$1,523,750</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$152,375						\$152,375
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.17 pg. 131)	\$1,371,375						\$1,371,375
<b>Total Capital Funding Sources</b>	<b>\$1,523,750</b>						<b>\$1,523,750</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Community Park		\$41,300	\$42,500	\$44,100	\$45,200
<b>Total Operating Budget Impact</b>		<b>\$41,300</b>	<b>\$42,500</b>	<b>\$44,100</b>	<b>\$45,200</b>

**Other Information**

3.518 HA

2019 - Design - dependent on Developer's schedule.  
 2020 - Construction - dependent on Developer's schedule.

Maintenance costs from the 2017/2018 Budget Document- 2018 community park costs \$11,123 per HA with a 3% inflation.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS85  
**Project Name:** Sleeping Lion - New Parkette (no. 3)

**Project Description**

To design and construct a new parkette in Sleeping Lion development.

Park may include:  
 Bocce Ball  
 Shuffle Board  
 Pavilion

**Project Justification**

Designated park land approved in Draft Plan Conditions.

Included in the Development Charges Background Study 4.6.36.

This project supports the following objectives of the Strategic Plan:  
 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**

Parks needs to be included in line with development build out to support the local community otherwise there would be no local amenities.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$508,500						\$508,500
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$50,850						\$50,850
Design/Engineering (Design (15%))	\$76,275						\$76,275
Design/Engineering (Construction (10%))	\$50,850						\$50,850
<b>Total Capital Costs</b>	<b>\$686,475</b>						<b>\$686,475</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$68,647						\$68,647
Oblig.RF-Parks Outdoor DCA (90% DC Funded Post Period 4.6.37 pg. 132)	\$617,828						\$617,828
<b>Total Capital Funding Sources</b>	<b>\$686,475</b>						<b>\$686,475</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Neighbourhood Park			\$3,600	\$3,700	\$3,800
<b>Total Operating Budget Impact</b>			<b>\$3,600</b>	<b>\$3,700</b>	<b>\$3,800</b>

**Other Information**

0.602 ha

Maintenance costs from the 2017/2018 Budget Document- 2018 community park cost \$ 5,320 per HA with 3% inflation

2020 - Design - dependent on Developer's schedule.  
 2021 - Construction - dependent on Developer's schedule.

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS88  
**Project Name:** Innisfil Beach Park - Hydro & Water Service Expansion  
**Timeline for Design:** 2020 Q3, 2020 Q4  
**Timeline for Project/Construction:** 2021 Q2

**Project Description**

Expand hydro & water services based on the recommendations of the Innisfil Beach Park Masterplan.

**Project Justification**

The Innisfil Beach Park Masterplan to be completed in 2018 will recommend numerous improvements to the park, to implement power and water services need to be expanded within the park.

Strategic Plan Alignment 2.5.6- Ensure Innisfil Beach Park is a recreation asset that everyone can enjoy.

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

This project was included in the 2018 Development Charges Background Study.

**Project Implications**

Should project not be completed, the Park Master Planning effort though not approved by Council yet, will not be attainable.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$200,000						\$200,000
Consulting/Engineering (Design (15%))	\$30,000						\$30,000
Consulting/Engineering (Construction (7%))	\$14,000						\$14,000
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$20,000						\$20,000
<b>Total Capital Costs</b>	<b>\$264,000</b>						<b>\$264,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$26,400						\$26,400
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.19 pg. 131)	\$237,600						\$237,600
<b>Total Capital Funding Sources</b>	<b>\$264,000</b>						<b>\$264,000</b>

<b>Other Information</b>
Q2 2020 - Survey & Geotech investigation
Q3 & Q4 2020 - Design
Q1 2021 - Tender
Q2 2021 - Construction



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS139  
**Project Name:** Town Campus - Drainage Improvements  
**Timeline for Project/Construction:** 2017 Q3, 2017 Q4

### Project Description

As a result of the Town Campus Drainage Study completed in 2017, construction improvements were recommended in order to maintain and improve existing stormwater infrastructure on the campus.

This project budget includes improvements to the Town Hall parking lot that is inclusive of a low impact development (LID) feature, improvements to the storm pond outlet that is located behind Town Hall and storm pond improvements to the South IRC stormwater management pond (brought forward as a part of DSR-089-18) in 2018.

Detailed design for these projects has been completed in previous years. The construction for these projects were put on hold in 2018 as the County experienced delays in the construction schedule of Innisfil Beach Road (IBR) improvements. If the County is delayed again, these projects will also need to be delayed as the works recommended under this project directly tie into the proposed County storm sewer system on IBR

This project also includes \$10,600 for the Town's contribution to the County to upsize of the storm sewer within Innisfil Beach Road platform to support the additional stormwater that will outlet from Town Campus into this system.

Q1 & Q2 2019 - Tender & Award  
 Q3 & Q4 2019 - Construction  
 Q1 & Q2 2020 - Tender & Award  
 Q3 & Q4 - Construction

Throughout the design process, it has come to light that the pond does not have an Environmental Compliance Approval through the Ministry of Environment (MOE). In order to satisfy the MOE, increased levels of improvements are required including deepening of the pond and creating a forebay. In addition to this, the pond collects stormwater from multiple buildings and associated areas within the Town Campus that it was never designed to support. The stormwater management pond as it relates to proper outlet control was not considered when the Operations building and InnPower buildings were constructed. As a result, we are expecting to have to add another \$180,000 + 10% staff time to be used towards the pond improvements in 2019. This is in addition to the \$228,000 that we received in 2018 for pond improvements.

**Project Justification**

The Town Campus experiences significant drainage issues as a result of a high groundwater table and poor drainage conditions which will be mitigated by implementing the Town Campus Drainage Study recommendations.

Strategic Plan References:

- 3.4.1 - Develop strategies to protect and sustain our water resources
- 3.4.3 - Promote environmental responsibility throughout the community (LID)
- 3.5.1 - Continue to develop effective asset management plans for all municipal capital assets
- 3.5.2 - Develop focussed and relevant criteria for ensuring the responsible sustainment of municipal capital assets.
- 3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

**Project Implications**

Surface water runoff will continue to pose problems with ponding, settling and wet conditions if the projects are not completed.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$300,000	\$442,560						\$742,560
Contingency (10%)		\$26,256						\$26,256
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$30,000	\$44,256						\$74,256
Design/Engineering (CA/CI (10%))	\$30,000	\$26,256						\$56,256
Design/Engineering	\$21,000							\$21,000
<b>Total Capital Costs</b>	<b>\$381,000</b>	<b>\$539,328</b>						<b>\$920,328</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$381,000	\$539,328						\$920,328
<b>Total Capital Funding Sources</b>	<b>\$381,000</b>	<b>\$539,328</b>						<b>\$920,328</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS144  
**Project Name:** Parkland Redevelopment Program

**Project Description**

Redevelopment of existing park lands.

**Project Justification**

Asset management is a systematic process of deploying, operating, maintaining, upgrading, and disposing of assets cost-effectively. The Town of Innisfil parks assets are an invaluable asset to residents throughout the town. The Towns parks are quickly approaching a point where significant investment into the parks infrastructure is needed to maintain and extend the life cycles of existing parks.

As such, redevelopment of park land assets is essential in providing a high level of customer satisfaction and safety to the residents of Innisfil. This project will focus on designing our parks to create a sense of safety through "natural surveillance" initiatives and best management practices including clear borders of the parkland, environments that encourages passive play and recreational opportunities, and ultimately reducing fear, crime, and potential liabilities within our parks.

In 2017 a Parks Condition Assessment was completed with recommendations for site amenities and repairs. These recommended repairs will also be included in this program. Starting in 2022, two parks are to be completed per year to expedite the required repairs. The Parkland Redevelopment Program is aligned with PKS20 Annual Playground Replacement Program.

**Schedule:**

- Trinity Park (will include new pedestrian bridge and update of pedestrian pathway - previously PKS16) 2019
- Pitt Street Park 2020
- Orm Membery Park 2021
- Ashwood Park & Nantyr Park 2022
- Sunset Park & Webster Park 2023
- Previn Court Park & Anna Maria Park 2024
- Lawrence Ave Park & Ireton Street Park 2025
- Stroud Park & Huron Court Park 2026
- Warrington Way Park & Coral Woods Park 2027
- Aspen Street Park & Andrade Memorial Park 2028
- Linda Street Park & Leonards Beach Park 2029

**This project supports the following strategic plan objectives:**

- 3.5.1 - Continue to develop effective asset management plans for all municipal capital assets
- 3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure
- 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**

Park land assets will continue to deteriorate. Safety concerns will not be addressed and community parks will not be utilized putting pressures on the Towns larger parks.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$150,000	\$200,000	\$206,000	\$212,000	\$436,000	\$452,000	\$2,460,000	\$4,116,000
Construction/Subcontracting (Trinity Pedestrian Bridge and Path)		\$265,000						\$265,000
Consulting/Engineering (Design/Engineering (Design 15%))		\$30,000	\$30,900	\$31,800	\$65,400	\$67,800	\$369,000	\$594,900
Consulting/Engineering (Design/Engineering (Construction (5%)))		\$10,000	\$10,300	\$10,600	\$21,800	\$22,600	\$123,000	\$198,300
Internal Staff Charges (Engineering, Purchasing, Legal (7%))		\$14,000	\$14,420	\$14,840	\$30,520	\$31,640	\$172,200	\$277,620
Internal Staff Charges (Trinity Pedestrian Bridge and Path)		\$26,500						\$26,500
Design/Engineering (EA - Trinity Pedestrian Bridge and Path)		\$26,500						\$26,500
Design/Engineering (Trinity Pedestrian Bridge and Path)		\$26,500						\$26,500
<b>Total Capital Costs</b>	<b>\$150,000</b>	<b>\$598,500</b>	<b>\$261,620</b>	<b>\$269,240</b>	<b>\$553,720</b>	<b>\$574,040</b>	<b>\$3,124,200</b>	<b>\$5,531,320</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS		\$34,450						\$34,450
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.27 pg. 131)		\$310,050						\$310,050
Discr.RF-Capital	\$150,000	\$254,000	\$261,620	\$269,240	\$553,720	\$574,040	\$3,124,200	\$5,186,820
<b>Total Capital Funding Sources</b>	<b>\$150,000</b>	<b>\$598,500</b>	<b>\$261,620</b>	<b>\$269,240</b>	<b>\$553,720</b>	<b>\$574,040</b>	<b>\$3,124,200</b>	<b>\$5,531,320</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
For additional amenities added to park	\$2,600	\$5,300	\$8,000	\$10,800	\$13,700
<b>Total Operating Budget Impact</b>	<b>\$2,600</b>	<b>\$5,300</b>	<b>\$8,000</b>	<b>\$10,800</b>	<b>\$13,700</b>

**Other Information**

The old bridge at Trinity Park was removed several years ago and needs to be replaced to allow for access to Trinity Park from James Street. The pedestrian pathway needs to be updated to meet AODA standards.

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS185  
**Project Name:** Town Hall Masonry Repointing  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Brick tuck-pointing at the south building elevation below the window sills.

**Project Justification**  
 The building condition assessment (BCA) identified Town Hall as a maintenance need in 2016. BCA reports were submitted in early 2016 and identified works required to support the ongoing maintenance and operations of the facility.  
  
 The noted works ensure optimal performance of the facility and ensure the town maximizes the useful life of these assets. Specifically leaking windows above the west employee's entrance, discontinuous and deteriorated window sealants at the north elevation, efflorescence below the window sills at the south elevation, deterioration of window perimeter sealant at the south elevation.  
  
 Strategic plan reference 3.5.2

**Project Implications**  
 If this work is not completed there will be further damage to sills, windows and interior walls resulting in considerable repairs/impacts to the operating budget.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$15,625						\$15,625
<b>Total Capital Costs</b>	<b>\$15,625</b>						<b>\$15,625</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$15,625						\$15,625
<b>Total Capital Funding Sources</b>	<b>\$15,625</b>						<b>\$15,625</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS189  
**Project Name:** Town Hall Pedestrian Paving Repairs  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Repairs to the damaged/cracked/settled concrete curbs and repairs/re-leveling to the damaged and settled interlocking pavement.

**Project Justification**  
 The building condition assessment (BCA) identified town hall pedestrian paving areas requiring repair. Repairs to the damaged/cracked/settled concrete curbs and repairs/re-leveling to the damaged and settled interlocking pavement is a need to ensure safety of all visitors and users of the town hall property.  
 3.5.1, 3.5.2, 3.5.3

**Project Implications**  
 With the current conditions and freeze thaw causing the surfaces to shift and heave annually, the liability on the town increases with inconstant walking surfaces exposing staff and visitors to trip and fall hazards. In addition accessibility is impacted as the path of travel from the barrier free parking stalls required repair.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$23,225						\$23,225
<b>Total Capital Costs</b>	<b>\$23,225</b>						<b>\$23,225</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$23,225						\$23,225
<b>Total Capital Funding Sources</b>	<b>\$23,225</b>						<b>\$23,225</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS191  
**Project Name:** Road Ends Program - Implement Parks & Recreation Master Plan Recommendations

### Project Description

The 2016 Parks & Recreation Master Plan "Active Innisfil" recommended a annual program to implement the road end improvements.

There are 46 public right-of-ways and easement that terminate at the Lake Simcoe and Kempenfelt Bay shorelines that are under the ownership of the Town of Innisfil. Despite the small size of the parcel averaging 0.1 ha, these access points are highly valued by local residents. These parcels are frequently used and considered part of our park inventory with unique features and amenities such as docks, swimming, beaches, boats launches, picnic areas, scenic views, ice fishing access etc. The desire for greater public access to the waterfront has been a long standing concern in Innisfil, with numerous studies and plans dating back over the past 25 years.

In 2017 a team of staff from Planning, Operations, and Capital Engineering reviewed each Road End and prioritized each park. Many were decided to stay as is, this project is to focus on the ones where improvements are needed and where there would be the most benefit to residents.

The Road Ends are prioritized for construction as follows to convert to neighbourhood parks:

- 2019- 9th Line Road End
- 2020- Big Bay Point Road End-
- 2021- Maple/Dudley Lake Access
- 2022- Eastern Ave Road End
- 2023- Lockhart Road End
- 2024- 30th Sideroad North Road End
- 2025- 959 Barry Ave Lake Access
- 2026- 13th Line Road End
- 2027- Chapman Street Road End
- 2028- North Shore Drive Road End
- 2029- Wood Street Road End



**Project Justification**

The Road End Program is Recommendation #7 in the 2016 Parks & Recreation Master Plan "Active Innisfil"

Included in the 2018 Development Charges Background Study.

This project supports the following objectives of the Strategic Plan:

2.5.7 - Implement the parks and recreation master plan

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**

Missed opportunity to create/enhance waterfront community space using under utilized town owned property.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Table 34 of Master Plan)	\$250,000	\$257,500	\$265,000	\$272,500	\$282,500	\$290,000	\$1,582,500	\$3,200,000
Internal Staff Charges (Engineering, Planning, Purchasing, Legal)	\$30,000	\$25,750	\$26,500	\$27,250	\$28,250	\$29,000	\$158,250	\$325,000
Design/Engineering (Design (15%))	\$25,000	\$38,625	\$39,750	\$40,875	\$42,375	\$43,500	\$237,375	\$467,500
Design/Engineering (Construction (7%))	\$17,500	\$18,025	\$18,550	\$19,075	\$19,775	\$20,300	\$110,775	\$224,000
<b>Total Capital Costs</b>	<b>\$322,500</b>	<b>\$339,900</b>	<b>\$349,800</b>	<b>\$359,700</b>	<b>\$372,900</b>	<b>\$382,800</b>	<b>\$2,088,900</b>	<b>\$4,216,500</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$32,250	\$186,945	\$192,390	\$197,835	\$205,095	\$210,540	\$1,148,895	\$2,173,950
Oblig.RF-Parks Outdoor DCA (90% DC Funded 5.3.19 & 24 & 32 pg. 130)	\$171,450							\$171,450
Oblig.RF-Parks Outdoor DCA (45% DC Funded 4.6.22/26/33/40/43/50 pg. 131 & 132)		\$152,955	\$157,410	\$161,865	\$167,805	\$172,260	\$176,715	\$989,010
Oblig.RF-Parks Outdoor DCA (Estimated 45% Future DC Eligibility)							\$198,990	\$198,990
Oblig.RF-Parks Outdoor DCA (45% DC Funded Post Period 4.6.55/62/65 pg. 132)							\$564,300	\$564,300
ARS-Post Period DC (45% DC Funded Post Period 4.6.55/62/65 pg. 132)	\$118,800							\$118,800
<b>Total Capital Funding Sources</b>	<b>\$322,500</b>	<b>\$339,900</b>	<b>\$349,800</b>	<b>\$359,700</b>	<b>\$372,900</b>	<b>\$382,800</b>	<b>\$2,088,900</b>	<b>\$4,216,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Annual Removal and Install of Shore Acres dock		\$5,200	\$5,300	\$5,500	\$5,700
<b>Total Operating Budget Impact</b>		<b>\$5,200</b>	<b>\$5,300</b>	<b>\$5,500</b>	<b>\$5,700</b>

**Other Information**

In 2017 a team of staff from Planning, Operations, and Capital Engineering reviewed each Road End and prioritized each park. The following is the schedule based on the priority ranking completed for the road end program for the next 10 years:

Q1- RFP for Design of following years Road End  
 Q1- RFT for Construction of current years Road End  
 Q2,Q3,Q4- Construction window for current years Road End

Should the Town receive a favorable bidding, additional funds at year end are to be carried forward to next year to allow for additional road ends to be completed.

Supports II2020 Strategic Community Plan objectives 2.5.4 and 2.5.7.

As amenities are added that have additional operational costs from existing, operational costs will need to be increased.

That in order to comply with the requirements and intent of Subsection 5(1) of the Development Charges Act and Section 5 of O.Reg. 82/98, Council expresses its intention that, in approving growth-related capital projects PKS191 Road Ends Program - Implement Parks & Recreation Master Plan Recommendations, the increase in the need for services attributable to anticipated development will be met and that any costs incurred will be considered for payment by future development or other similar charges.

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS196  
**Project Name:** Supply and Install Solar Lighting IBP Playground  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Supply and Install four(4) solar lights for new Innisfil Beach Park Playground.

**Project Justification**  
 In order to be become more energy efficient and reduce energy consumption within Innisfil Beach Park. Solar LED lights, while brighter these days than ever before, still tend to give off soft illumination.  
  
 Most park users find soft, ambient lighting at night highly desirable for outdoor spaces making solar LED the preferred choice to create a sense of safety and discourage opportunities for vandalism.

**Project Implications**  
 Failure to install appropriate lighting at this playground facility shortens the daily use of the playground and creates a sense of an uncomfortable environment for users.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials	\$37,500						\$37,500
Construction/Subcontracting	\$6,250						\$6,250
<b>Total Capital Costs</b>	<b>\$43,750</b>						<b>\$43,750</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$43,750						\$43,750
<b>Total Capital Funding Sources</b>	<b>\$43,750</b>						<b>\$43,750</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Inspection, Preventative Maintenance		\$250	\$250	\$250	\$250
<b>Total Operating Budget Impact</b>		<b>\$250</b>	<b>\$250</b>	<b>\$250</b>	<b>\$250</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS199  
**Project Name:** Parks/Roadends/Open Spaces Condition Assessment  
**Timeline for Project/Construction:** 2017 Q4

**Project Description**  
 5 year condition assessment cycle of several features across the Town's parks, roadends and open spaces, features include: playgrounds; soccer fields; baseball diamonds; tennis courts; basketball courts; parking lots; skateboard parks; splash pads; boat docks/launches; launches/docks; trails; and storm outlets.

**Project Justification**  
 As part of an effective preventive maintenance program, all Town assets should be inspected at a minimum every 5 years in order to confirm and identify potential changes to the capital budget planning. This project will complete a condition assessment of park/roadend features that were not part of the 40 sites that were previously evaluated in 2017. The purpose of this project is to maintain long-term capital planning and minimize disruption to service levels/delivery.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering	\$100,000	\$100,000						\$200,000
<b>Total Capital Costs</b>	<b>\$100,000</b>	<b>\$100,000</b>						<b>\$200,000</b>

Capital Funding Sources	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
ARS	\$100,000							\$100,000
Discr.RF-Capital		\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>	<b>\$100,000</b>						<b>\$200,000</b>

**Other Information**  
 Supports II2020 Strategic Community Plan objectives 2.5.4, 2.5.7, 3.5.1 and 3.5.2.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS206  
**Project Name:** Innisfil Beach Park (IBP) Gatehouse Building Maintenance

**Project Description**

Replacement of roof shingles, electrical upgrades and washroom upgrades at the Innisfil Beach Park Gatehouse.

**Project Justification**

In 2016, The building condition assessment (BCA) completed by FCAPX identified Innisfil Beach Gate House requiring maintenance and repair needs between 2017-2022.

The Gate House is one of the indoor areas for staff to utilize during hot summer days. In addition, leisure services facilitates summer camps from this building during the summer months.

The windows and glass exterior doors installed in 1970 are at the end of their expected service life and require replacement to improve upon energy efficiency. The roofing is generally in poor condition and replacement of the asphalt shingles with a pre - finish metal roof is required along with repairs to the fascia as there is exposed wood membrane and rot present. This will lead to more extensive damage if not replaced resulting in greater cost.

General interior painting and wall repairs are required in decommissioned exterior washroom. The electrical distribution panel is a fuse panel, likely original to the construction of the building. Based on the observed condition and age, replacement of the electrical fuse panel to a circuit breaker panel is required. The plumbing fixtures (e.g., toilet, sink, and janitors sink) and the associated hardware in the washrooms and other rooms were observed to be original to the building. The faucets in the washrooms are manual fixtures and all need to be upgraded.

Strategic Plan 2.5.6, 3.5.1, 3.5.2, 3.5.3

**Project Implications**

If the identified repairs are not complete it will result in a state of disrepair and the useful life of the building will not be extended. Additional budget impacts will include portable toilet rentals and alternate facilities to provide an indoor space for staff/camps.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Materials	\$39,750						\$39,750
<b>Total Capital Costs</b>	<b>\$39,750</b>						<b>\$39,750</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$39,750						\$39,750
<b>Total Capital Funding Sources</b>	<b>\$39,750</b>						<b>\$39,750</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS208  
**Project Name:** Buildings Designated Substances Survey  
**Timeline for Project/Construction:** 2017 Q3

### Project Description

Building condition assessments completed in 2016 listed seven facilities that required designated substance surveys to be completed and these were completed in 2017. As part of a comprehensive designated substance management program, the remaining 58 buildings owned by the town require survey in order to assess potential risks related to these substances. These designated substance surveys are mandatory per the O. Reg. 490/09: DESIGNATED SUBSTANCES under the Occupational Health and Safety Act, R.S.O. 1990, c. O.1.

### Project Justification

The Occupational Health and Safety Act allows for certain toxic substances to be specially designated. This means that a specific regulation is constructed for the control of these substances in the workplace. Accordingly, Regulation 490/09 Designated Substances outlines a set of required steps to control exposure of workers to the substance. Where a regulation applies to a workplace, the employer must conduct an assessment to determine whether the health of a worker may be affected by exposure to the substance.

Upon completion of the designated substance surveys, a management plan can be completed that confirms safe working/operating practices and remediation (where required) can be planned in future budgets.

This project supports the towns culture of safety in the workplace and addresses a legislative requirements for facility management.

### Project Implications

The implications of not completing this project are that the Town of Innisfil will not be in compliance with designated substance regulations in the province. The risk management team has recommended these surveys be completed as soon as possible in order for the Town to be in compliance. Beyond compliance, not completing this project will potentially put residents and staff at risk to exposure to designated substances.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering	\$45,000	\$100,000						\$145,000
<b>Total Capital Costs</b>	<b>\$45,000</b>	<b>\$100,000</b>						<b>\$145,000</b>



<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$45,000	\$100,000						\$145,000
<b>Total Capital Funding Sources</b>	<b>\$45,000</b>	<b>\$100,000</b>						<b>\$145,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS213  
**Project Name:** Trail Program - Implement Trails Master Plan  
**Timeline for Design:** 2018 Q3, 2018 Q4  
**Timeline for Project/Construction:** 2019 Q3, 2019 Q4

### Project Description

The Town has recognized the importance of local leisure opportunities and responded with the Active Innisfil project. The initiative involved the preparation of the Parks, Recreation, and Culture Master Plan. As an extension of this project, the Trails Master Plan was developed.

Simcoe County Official Plan requires that local municipalities develop an Active Transportation Plan. The plan shall consider pedestrian and cycling routes and policies for trail and sidewalk standards and implementation.

Where possible, trails from the Master Plan recommendations have been programmed into corresponding road projects.

This project is the annual program to implement the trail recommendations of the 2016 Trails Master Plan where there is not a corresponding roads project.

Some identified priorities of this plan are:

- Innisfil Beach Road Multi-Use Trail phase 1
- Centennial Park Trail
- Luck Conservation Area (Gilford Arboretum)
- Andrade Memorial Park
- Stormwater Management Pond Trail (Nantyr Drive to Booth Avenue)
- Trail - Jack Crescent to Warrington Way
- Coralwoods Park
- Maclean Street Sidewalk (Proposed Secondary Trail to Anna Maria Avenue)
- Church Street Sidewalk (Albert Street to Settlement Boundary)
- Neilly Road Sidewalk (Shore Acres Drive to Settlement Boundary)
- Shore Acres Drive Sidewalk (Settlement Boundary to Neilly Road)
- Innisfil Beach Road Multi-Use Trail phase 2
- Killarney Beach Road Sidewalk (From 20th Sdrd to Ferrier Avenue)
- Shore Acres Drive Shouldering (20th Sdrd to Gilford Boundary)
- Ewart Street Shouldering (from Belle Aire Beach Road to Killarney Beach Road)
- 25th Sdrd Sharrow (Pinegrove to Lockhart)
- Big Bay Point Road Sharrow (West Street to 30th Sdrd)
- Maple Drive/Cove Avenue/Pinegrove Avenue (From Crescent Harbour Rd to 25th Sdrd)

## Project Justification

This program implements the recommendations of the Trails Master Plan to better connect the residents of Innisfil as well as to connect the broader community throughout Innisfil.

To support various pillars of the Town's Official Plan and Strategic Goals.

### Connect

- Strengthen the attachment to place throughout the Town by providing gathering places both on a large Town-wide scale and a smaller neighbourhood scale;
- Strengthen social connections by providing opportunities for social interaction through public places and activities in those places to build a stronger sense of community;
- Improve mobility for all residents by providing for active transportation connections within neighbourhoods and between communities while planning for the provision of public transit;

### Grow

- Manage growth in the Town in an appropriate manner that promotes intensification, provides for a range of housing choices, commercial services and employment opportunities and phases the growth in tandem with the provision of infrastructure and community facilities.

### Sustain

- Enhance existing and create new parks and open spaces to serve the recreational needs of our residents and as place making destinations;

### Strategic Plan References

- 2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure (connects to 2.5.3)
- 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)
- 3.3.2 Develop an accessible system of connecting trails and walkways between communities (connects to 2.1.2)

Supports I12020 Strategic Community Plan objective 2.5.7.

Included in the 2018 Development Charges Background Study.

## Project Implications

Project priorities have been addressed through the Trails Master Plan process.

If this project were not completed, the Town would not be achieving the goals as mentioned in justification section as quickly.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$750,000	\$403,246	\$407,753	\$408,749	\$423,749	\$435,000	\$2,373,747	\$5,202,244
Internal Staff Charges (Engineering, Planning, Purchasing, Legal (5%))	\$37,500	\$20,162	\$20,381	\$20,438	\$21,188	\$21,750	\$118,689	\$260,108
Design/Engineering (Design (5%))	\$37,500	\$20,162	\$20,381	\$20,438	\$21,188	\$21,750	\$118,689	\$260,108
Design/Engineering (Construction (5%))	\$37,500	\$20,162	\$20,381	\$20,438	\$21,188	\$21,750	\$118,689	\$260,108
<b>Total Capital Costs</b>	<b>\$862,500</b>	<b>\$463,732</b>	<b>\$468,896</b>	<b>\$470,063</b>	<b>\$487,313</b>	<b>\$500,250</b>	<b>\$2,729,814</b>	<b>\$5,982,568</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$335,587	\$255,052	\$257,893	\$258,535	\$268,022	\$275,137	\$1,501,396	\$3,151,622
Oblig.RF-Parks Outdoor DCA (90% DC Funded 5.3.5 & 14 & 22 & 35 pg. 130)	\$72,000							\$72,000
Oblig.RF-Parks Outdoor DCA (45% DC Funded 4.6.12/24/31/39/42/49 pg. 131 & 132)		\$208,680	\$211,003	\$211,528	\$219,291	\$225,113	\$230,935	\$1,306,550
Oblig.RF-Parks Outdoor DCA (45% DC Funded Post Period 4.6.54/61/64 pg. 132)							\$997,483	\$997,483
ARS-Post Period DC (Future DC's estimated 90% eligible)	\$18,000							\$18,000
ARS-Post Period DC	\$436,913							\$436,913
<b>Total Capital Funding Sources</b>	<b>\$862,500</b>	<b>\$463,732</b>	<b>\$468,896</b>	<b>\$470,063</b>	<b>\$487,313</b>	<b>\$500,250</b>	<b>\$2,729,814</b>	<b>\$5,982,568</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance	\$8,884	\$15,222			
<b>Total Operating Budget Impact</b>	<b>\$8,884</b>	<b>\$15,222</b>			

**Other Information**

Should the Town receive favourable bidding, additional funds at year end are to be carried forward to next year to allow for additional trails to be completed.

Q2 2019 - RFP & Award  
 Q3 & Q4 2019 - Design  
 Q1 2020 - Tender & Award  
 Q2 2020 - Construction

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS231  
**Project Name:** Churchill Community Centre Interior Facility Maintenance  
**Timeline for Project/Construction:** 2020 Q4

**Project Description**  
 Churchill Community Centre Interior Facility Maintenance

**Project Justification**  
 To maintain this facility in a state of good repair and to maintain this asset, Interior painting is required for this building which host provincial court hearings and community events.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2020. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans: 3.5.1, 3.5.3

**Project Implications**  
 failure to complete the recommended works will lead to increased operating costs and an unpleasant appearance as the paint ages.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$22,500						\$22,500
<b>Total Capital Costs</b>	<b>\$22,500</b>						<b>\$22,500</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$22,500						\$22,500
<b>Total Capital Funding Sources</b>	<b>\$22,500</b>						<b>\$22,500</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS233  
**Project Name:** Cookstown Quonset Hut Building Maintenance  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Cookstown Quonset Hut Exterior Building Maintenance.

**Project Justification**  
 The Quonset Hut is located on the old Cookstown Fairgrounds adjacent to the Cookstown Library. The aging structure requires painting and repairs to exterior walls and doors to extend the useful life of the parks and facilities asset. The semicircular corrugated structure forms the general shape of a roof. Water runoff on the structure mainly discharges on the east and east elevations. The metal panels as noted above have surface rust on the exterior and require repainting of the galvanized panels with a zinc rich coating to maintain the galvanized steel structure.

The building condition assessment (BCA) identified this facility as having a maintenance need in 2019. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.

Strategic Plans: 3.5.2, 3.5.3

**Project Implications**  
 If galvanized panels are not coated this will result in greater deterioration and oxidization and further compromise the aesthetics but also result in greater damage to overall structure resulting in more costly repairs. In addition, damage could be caused to equipment and vehicles being stored throughout the winter months.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$49,875						\$49,875
<b>Total Capital Costs</b>	<b>\$49,875</b>						<b>\$49,875</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$49,875						\$49,875
<b>Total Capital Funding Sources</b>	<b>\$49,875</b>						<b>\$49,875</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS237  
**Project Name:** Cookstown Theatre Roof and Exterior Siding Replacement  
**Timeline for Project/Construction:** 2020 Q3

**Project Description**  
 Replace roof and complete exterior wood siding repairs/replacement on garage / storage building.

**Project Justification**  
 A roof replacement is required for this building, in addition, the wood cladding on this building is generally noted to be in poor condition and needs structural repairs and complete replacement.  
  
 As an aging and historical building this project is required to maintain asset in good condition and extend it's useful life. This garage/storage building is used to house the costumes, sets, props and related materials for the theatre productions that happen within the main building. Due to fire safety regulations there is minimal storage within the main building thus requiring a suitable space protected from the elements, for storage.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2019. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans:3.5.1, 3.5.2, 3.5.3

**Project Implications**  
 If not completed, this will result in a poor state of repair and decrease the useful life of this much needed storage space to help facilitate the cultural programming and showcasing of local talent and access to local cultural experiences.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$31,250						\$31,250
<b>Total Capital Costs</b>	<b>\$31,250</b>						<b>\$31,250</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$31,250						\$31,250
<b>Total Capital Funding Sources</b>	<b>\$31,250</b>						<b>\$31,250</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS238  
**Project Name:** Cookstown Theatre Interior Painting  
**Timeline for Project/Construction:** 2020 Q4

**Project Description**  
 Interior facility painting.

**Project Justification**  
 To maintain this historic facility in a state of good repair and to maintain this asset, interior painting is required for this building which hosts arts and theatre performances through out the year and other community events. The interior finishes include painted plaster and gypsum board on the main and basement floor levels. In addition, wood plank walls in the basement areas.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2020. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.

**Project Implications**  
 Painting is required to maintain the aesthetics of this facility being used by the public to host performances and community events. If not completed, this will result in a poor state of repair and decrease the aesthetic appeal of this publicly accessed facility to hosting cultural experiences and local talent.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$16,250						\$16,250
<b>Total Capital Costs</b>	<b>\$16,250</b>						<b>\$16,250</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$16,250						\$16,250
<b>Total Capital Funding Sources</b>	<b>\$16,250</b>						<b>\$16,250</b>



### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS241  
**Project Name:** Meadows of Stroud Park - Improvements  
**Timeline for Design:** 2019 Q2, 2019 Q3, 2019 Q4  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3

**Project Description**

Improvements to Meadows of Stroud Park including Multipurpose court.

To construct two multi purpose courts integrating multi use line markings for tennis and pickleball including basketball.

**Project Justification**

\$76,400 Cash-in-lieu from Innisfil Executive Estates development was committed for improvements to Meadows of Stroud Park.

As per Recommendation #33 page 86 of the 2016 Parks & Recreation Master Plan "Active Innisfil"

Included in Development Charges Background Study 4.6.14.

This project supports the following objectives of the Strategic Plan:

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**

Parks improvements needs to be included in line with development build out to support the local community otherwise there would be no local amenities.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$227,900						\$227,900
Consulting/Engineering (Construction (7%))	\$15,953						\$15,953
Internal Staff Charges (Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$22,790						\$22,790
Design/Engineering (Design (15%))	\$34,185						\$34,185
<b>Total Capital Costs</b>	<b>\$300,828</b>						<b>\$300,828</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,443						\$22,443
Discr.RF-Parks Land Sale (Cash in Lieu)	\$76,400						\$76,400
Oblig.RF-Parks Outdoor DCA (90% DC Funded Post Period 4.6.13 pg. 131)	\$201,985						\$201,985
<b>Total Capital Funding Sources</b>	<b>\$300,828</b>						<b>\$300,828</b>

**Other Information**  
 As part of the project the Town will facilitate a discussion between to Ontario Tennis Association and residents interested in forming a sanctioned community tennis and/ or pickleball club. Recommendation #34 page 86 of the Active Innisfil Master Plan.

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS281  
**Project Name:** Innisfil Recreation Centre (IRC) Replacement of Window Sealants/deficiencies  
**Timeline for Project/Construction:** 2020 Q3

**Project Description**  
 Replacement of building envelope sealants and deficient/leaking windows.

**Project Justification**  
 To extend the useful life of this premiere facility and up keep in a state of good repair and to maintain this asset, replacement of envelop sealants on skylights to prevent leaking and to be more energy efficient.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2020. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans:3.5.1, 3.5.3

**Project Implications**  
 The project is required to maintain a good state of repair of our assets. This will extend the useful life of this building and help to prevent extensive more costly damage of this structural asset.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$94,000						\$94,000
<b>Total Capital Costs</b>	<b>\$94,000</b>						<b>\$94,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$94,000						\$94,000
<b>Total Capital Funding Sources</b>	<b>\$94,000</b>						<b>\$94,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS291  
**Project Name:** IRC Interior Facility Painting  
**Timeline for Project/Construction:** 2020 Q3

**Project Description**  
 Repainting interior partitions and walls.

**Project Justification**  
 To extend the useful life of this premiere facility and up keep in a state of good repair and to maintain this asset, painting of interior walls and partitions is required. Repainting of publicly accessed facilities is recommended every 10 years to improve upon the image and keep the building in a good state of repair.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2020. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plan:3.5.3, 3.5.2, 3.5.1

**Project Implications**  
 If this project is not executed it will decrease the general aesthetics and image of this publicly accessed facility and decrease the state of good repair.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$125,000						\$125,000
<b>Total Capital Costs</b>	<b>\$125,000</b>						<b>\$125,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
Discr.RF-Capital	\$125,000						\$125,000
<b>Total Capital Funding Sources</b>	<b>\$125,000</b>						<b>\$125,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS334  
**Project Name:** Baseball/ Soccer Sports Complex  
**Timeline for Design:** 2020 Q2, 2020 Q3, 2020 Q4  
**Timeline for Project/Construction:** 2021 Q2, 2021 Q3, 2021 Q4

**Project Description**

The Design and Construction of 4 diamonds combined as a clover, 4 soccer fields, and a new building that would include a concession stand, maintenance space, and washrooms. This addition will allow for tournaments and more programming of organized baseball/soccer in Innisfil.

Four additional diamonds requested for 2025, the additional four diamonds will support the growth in the Community.

In late 2018 the Town acquired the property at the Southwest corner of the intersection at 7th Line and 10 Sideroad, (7140 10 Sideroad). To understand exactly how the property can be developed, and to provide a baseline for the design the Town will complete the following studies/reports in 2020:

- Functional Servicing Report
- Geotechnical Report
- Hydrogeological Assessment
- Stormwater Management Report
- Traffic Impact Assessment
- Environmental Impact Study (EIS)
- Tree Inventory and Preservation Report
- Topographic Survey

**Project Justification**

Recommendations #29 & 30 & 31 Page 138 in the Active Innisfil Master Plan recommends improvements to existing baseball diamonds and relocation of the Innisfil Beach Park Baseball Diamonds (IBP) to the Innisfil Recreation Centre (IRC). Although the IRC could accommodate 2 additional baseball fields, there would be no room for growth. With the addition of the Innisfil Health & Wellness Centre the draft Campus Node Master Plan- Phase 1 is recommending the relocation of the two fields at the IRC as well to utilize the space to better suit all residents.

It is recommended to relocate the diamonds at the IRC and IBP to a location that will be large enough for 8 diamonds and 4 soccer fields that will be built to meet the specifications suited for organized users.

Current baseball diamonds are under utilized because not all meet specifications required for organized sports and don't allow for tournaments because no more than two diamonds are in one location. Moving the diamonds also allow for the improvements recommended for the Town Campus. Having one complex also benefits families with more than one child in organized sports- less driving and parents can watch multiple games.

This project supports the following objectives of the Strategic Plan:

2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

Four additional Diamonds included in the 2018 Development Charges Background Study 4.6.11. Additional Diamonds will support community growth.

**Project Implications**

Missed opportunity to provide the facility needed to accommodate tournaments and more programming of organized baseball/soccer in Innisfil.

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting		\$7,410,900				\$4,920,000	\$12,330,900
Consulting/Engineering (Design (5%))	\$359,750					\$344,400	\$704,150
Consulting/Engineering (Design (CA (2.5%))		\$185,300				\$123,000	\$308,300
Internal Staff Charges (Engineering, Purchasing, Legal (2.5%))	\$179,875					\$123,000	\$302,875
<b>Total Capital Costs</b>	<b>\$539,625</b>	<b>\$7,596,200</b>				<b>\$5,510,400</b>	<b>\$13,646,225</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS						\$551,040	\$551,040
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.53 pg. 132)						\$4,959,360	\$4,959,360
Discr.RF-Capital	\$539,625	\$7,596,200					\$8,135,825
<b>Total Capital Funding Sources</b>	<b>\$539,625</b>	<b>\$7,596,200</b>				<b>\$5,510,400</b>	<b>\$13,646,225</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
4 baseball diamonds and 4 soccer fields + associated parking/parkland, average size would need to be 20 hectares		\$100,000	\$100,000	\$100,000	\$100,000
<b>Total Operating Budget Impact</b>		<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

**Other Information**

Conceptual and Site Servicing Design 2020  
 Detailed Design 2021  
 Construction 2022  
 Additional Diamonds Construction 2026

Operational costs may be higher than included- revenues from facility to be used to offset additional costs.

Operational costs should be added to 2026 budget after review of actual operating budget requirements for additional diamonds.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS335  
**Project Name:** Mooring Bouys - 20 units  
**Timeline for Project/Construction:** 2019 Q2

**Project Description**  
 Purchase and install Twenty(20) Mooring Bouys for installation in Lake Simcoe in the areas of Innisfil Beach Park and Leonard's Beach Park.

**Project Justification**  
 With increased number of residents enjoying Lake Simcoe, mooring buoys are suggested to aid and simplify boaters who want to come ashore to enjoy our water front parks and everything the town has to offer. Mooring Balls add an element of safety allowing boaters to moor off shore instead of landing watercraft on shore. Buoy are not legislated however they improve the safety of users along beachfront properties and improve upon the enjoyment of our waterfront facilities. These markers also provide visible reference points for boaters to increase boater safety on the water.  
 Strategic Plan 2.5.4, 2.5.6

**Project Implications**  
 Safety concerns are amplified from a swimmer and boater perspective if this project is not initiated. Currently without the necessary buoys in place, South Simcoe Police are not able to enforce the boundary between boaters and swimmers, thus increasing the potential for accidents on the water.  
 Additionally the boating community are not able to safely access shore in many areas across the municipality and we are missing the opportunity for boaters to come ashore and enjoy everything the municipality has to offer.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (Anchors / Bouy / Chain)	\$24,000						\$24,000
Construction/Subcontracting (Installation / Delivery / Mobilization)	\$14,000						\$14,000
<b>Total Capital Costs</b>	<b>\$38,000</b>						<b>\$38,000</b>



<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$20,900						\$20,900
Oblig.RF-Parks (45% DC Funded 4.7.1 pg. 133)	\$17,100						\$17,100
<b>Total Capital Funding Sources</b>	<b>\$38,000</b>						<b>\$38,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Removal and Installation of bouys fall and spring	\$1,800	\$1,800	\$1,800	\$2,000	\$2,000
Replacement bouys					\$800
<b>Total Operating Budget Impact</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$2,000</b>	<b>\$2,800</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS340  
**Project Name:** Building Condition Assessments  
**Timeline for Project/Construction:** 2019 Q4

**Project Description**  
 Condition assessment of several features across the Town's 64 facilities and accessory buildings, features include: foundations, superstructures, envelopes, interiors, electrical, plumbing, HVAC, fire protection and elevators.

**Project Justification**  
 As part of an effective preventive maintenance program, all Town assets should be inspected on a routine basis in order to identify potential needs. This project will complete a condition assessment of town facilities in order to effectively plan and forecast medium and long-term capital budgets as well as ensure consistent service delivery with minimal disruption.  
  
 In 2016 29 facilities were completed through project PKS201, this information assisted staff in developing the current 10 year capital budget. The remaining 35 facilities require inspection to complete the initial phases of the building condition assessments.

**Project Implications**  
 If the assessments are not completed, staff do not have the required information to effectively develop long term planning for both maintenance activities as well as the 10 year capital budget forecast.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Consulting/Engineering	\$200,000						\$200,000
<b>Total Capital Costs</b>	<b>\$200,000</b>						<b>\$200,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$200,000						\$200,000
<b>Total Capital Funding Sources</b>	<b>\$200,000</b>						<b>\$200,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS342  
**Project Name:** Innisfil Beach Park- Docking System  
**Timeline for Design:** 2019 Q2, 2019 Q3  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3

### Project Description

The Design and Construction of a New Docking System at Innisfil Beach Park. Included in project costs are the possible breakwall, docks, boardwalk along waters edge, ramps, lights, and power etc.

### Project Justification

The new docks at Innisfil Beach Park completed in 2016 have proven to be a success, decreasing the congested boat launch area, and adding additional launch parking. While the new system has been a great addition for our residents and tourists for loading and unloading their boats, a docking system that allows boaters to stay and visit our park for the day is needed.

There are 1000 new boat slips at Friday Harbour and no where to go in Innisfil. Creating a new docking system will provide visitors a place to dock their boats for the day and stay in Innisfil while creating an additional revenue source.

In the Innisfil Official Plan update January 2018- the Alcona Land Use Plan shows expanding the Downtown Commercial area to the end of Innisfil Beach Park. Installing the dock to provide water tourists access could be the first step in developing interest to start implementing the commercial area extension.

Included in Development Charges Background Study 4.6.19.

It is anticipated that this project will also be included as part of the recommendations of the Innisfil Beach Park Master Plan to be completed by the end of 2018.

Strategic Plan alignment:

2.6.2- Promote the enhancement of destination places and activities throughout the town.

2.5.6- Ensure Innisfil Beach Park is a recreation asset that everyone can enjoy.

Links to Tourism Destination Master Plan:

-May provide infrastructure for unique events and possible sports tourism.

-Will improve tourism market readiness by adding an activity based asset, plus, further facilitating access to water based assets.

-May encourage overnight visitation to Innisfil.

-This could add to the "rural charm" of Innisfil which is a positive part of the Town's identity.

-Any Outdoor or Sports Activity is the vast majority of Activity Participation in Simcoe County, and within that category, Boating is 42% and Fishing is 23 (pg.18).

**Project Implications**

Not completing the dock could be a missed opportunity to bring in new tourists to our park/Town.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting		\$1,090,000	\$1,130,000				\$2,220,000
Consulting/Engineering (Design (10%))	\$106,000						\$106,000
Consulting/Engineering (Construction (7%))	\$106,000						\$106,000
Internal Staff Charges (Engineering, Planning, Purchasing, Legal)	\$106,000						\$106,000
<b>Total Capital Costs</b>	<b>\$318,000</b>	<b>\$1,090,000</b>	<b>\$1,130,000</b>				<b>\$2,538,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$31,800	\$109,000	\$113,000				\$253,800
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.20 pg. 131)	\$286,200	\$981,000	\$1,017,000				\$2,284,200
<b>Total Capital Funding Sources</b>	<b>\$318,000</b>	<b>\$1,090,000</b>	<b>\$1,130,000</b>				<b>\$2,538,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance, annual install and removal			\$31,800	\$32,700	\$33,900
<b>Total Operating Budget Impact</b>			<b>\$31,800</b>	<b>\$32,700</b>	<b>\$33,900</b>

**Other Information**

Staff to review revenues from other municipalities with similar dock systems ie. Midland, Barrie, Orillia. To see how them implemented and the revenues that are generated.

Breakwall costs will determine the number of docks installed.

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS345  
**Project Name:** Parks/Road Ends Signage Program  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Implementation of a program to establish new parks identification for each park location incorporating emergency information including street address information, park name and acceptable park usage in line with AODA lettering size, color standards.

**Project Justification**  
 Parks have dated, worn or missing identification signage indicating the park name and address which is required to assist users in the event of an emergency and necessity to contact emergency services(911) while on site. Utilizing the park naming convention and AODA standards, parks signage will also enhance connectivity to residents and tourists alike. This will also assist in improving our processes and response times as it relates to responding to user feedback about specific locations.  
 Strategic Plan: 2.5.7, 3.5.1, 5.1.4

**Project Implications**  
 Without appropriate signage, there is a difficulty for emergency services to locate parks during the event of an emergency on site. In addition, users of our facilities are unable to locate the facilities due to the lack of informational/address signage or use the parks accordingly due to the lack of information within the parks.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$61,600	\$63,000	\$64,600	\$66,600			\$255,800
Consulting/Engineering (Engineering, Purchasing, Legal (15%))	\$9,240	\$9,450	\$9,690	\$9,990			\$38,370
<b>Total Capital Costs</b>	<b>\$70,840</b>	<b>\$72,450</b>	<b>\$74,290</b>	<b>\$76,590</b>			<b>\$294,170</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$70,840	\$72,450	\$74,290	\$76,590			\$294,170
<b>Total Capital Funding Sources</b>	<b>\$70,840</b>	<b>\$72,450</b>	<b>\$74,290</b>	<b>\$76,590</b>			<b>\$294,170</b>

## Capital Budget Project Detail Sheet

Service Area: Capital Engineering  
Project Number: PKS348  
Project Name: IRC North Parking Lot Repairs  
Timeline for Project/Construction: 2019 Q3

### Project Description

The existing parking lot north of the IRC has shown rapid deterioration in recent years and is in a noticeable state of disrepair. Though the priority to improve this parking lot was scheduled in the short term, staff recommended the advancement of additional repairs to better align with the construction and grand opening of the Rizzardo Health & Wellness Centre (RHWC).

The existing parking lot was scheduled for various improvements as recognized through the PKS139 Town Campus Drainage Improvements as well as PKS269 IRC Asphalt Preventative Maintenance and Sealing. PKS139 was scheduled to improve drainage of storm water while PKS269, in support of the building condition assessment for the IRC, has identified this parking lot as having a maintenance needs required in 2018. Both priorities will be addressed through this capital project PKS348 IRC North Parking Lot Reconstruction.

Refer to DSR-089-18 Town Campus Drainage & IRC North Parking Lot Reconstruction.

**Project Justification**

The north parking lot at the IRC has had ongoing drainage problems which led to the approval of funding for storm sewer improvements in the summer of 2018. The improvements included excavating a portion of the parking lot, installing a storm sewer and catch basin system and reinstating the disturbed area to improve stormwater drainage.

The project was put on hold as staff saw the opportunity to coordinate construction endeavors. The Town and the RHCW General Contractor (EllisDon) came to an agreement that EllisDon would locate their site trailers on the southwest part of the existing north parking lot at the IRC as it is in poor condition and scheduled for removal and repairs. EllisDon had planned to install their construction trailers to the northwest of the site but in exchange for using the parking lot space for staging, EllisDon has agreed pay to the Town a lump sum of \$50,000 for reinstatement of the parking lot to pre-construction condition.

Strategic Plan Alignment

Sustain - Promote the efficient use of existing municipal infrastructure and community facilities and plan in an efficient and financially sustainable way for the expansion of such infrastructure and facilities.

2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure (connects to 2.5.3). Trying to create a walkway pedestrians from school.

3.5.1 - Continue to develop effective asset management plans for all municipal capital assets

3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

Building Condition Assessment had indicated this parking lot as in need of repairs. In 2018, the project PKS269 Asphalt Preventative Maintenance

**Project Implications**

With the grand opening of the new Rizzardo Health and Wellness Centre (RHCW), the parking lot requires improvements immediately so as to not inconvenience users anymore than necessary. If the projects are not aligned, there will be constant construction on the north side of the IRC for approximately a year or more past the grand opening of the RHCW.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$829,665						\$829,665
Contingency	\$41,485						\$41,485
Internal Staff Charges (2.5%)	\$20,742						\$20,742
Design/Engineering (CA/CI (5%))	\$25,000						\$25,000
<b>Total Capital Costs</b>	<b>\$916,892</b>						<b>\$916,892</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$916,892						\$916,892
<b>Total Capital Funding Sources</b>	<b>\$916,892</b>						<b>\$916,892</b>



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS353  
**Project Name:** Huron Court Park - Sports Field Redevelopment  
**Timeline for Project/Construction:** 2020 Q3

**Project Description**  
 Redevelop existing soccer pitch at Huron Court Park.

**Project Justification**

The current condition of this soccer pitch has become compacted, worn and is in a deteriorated state due to the increased use.

The redevelopment of the current playing field is required to convert to an appropriate sizing with a more suitably constructed base to match the level of play and hours of use. The work will consist of proper grading, addition of improved soil, new sod/seed application and replacement of aging goal posts. These improvements will increase the overall user's enjoyment and increase safety of all participants utilizing this field.

The Parks and Recreation Master Plan speaks to lower levels of utilization due to field size configuration and quality not being conducive to organized/permitted play needs. Improving the quality of these fields will increase the ability to offer various leisure services/programming in this park beyond soccer.

Huron Court Park has a parking lot, making this location with suggested redevelopment a more viable soccer pitch to be programmed more by user groups and potential for increased revenues.

Strategic Plans: 3.5.2, 3.5.3, 2.5.7

**Project Implications**

User safety is impacted when fields are compacted and have various wear patterns and poor grading, this results in increased sports injuries beyond trip and fall hazards.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Materials	\$140,000						\$140,000
<b>Total Capital Costs</b>	<b>\$140,000</b>						<b>\$140,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$140,000						\$140,000
<b>Total Capital Funding Sources</b>	<b>\$140,000</b>						<b>\$140,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS356  
**Project Name:** Stroud Arena Park - Redevelop Baseball Diamond  
**Timeline for Project/Construction:** 2019 Q4

**Project Description**  
 Redevelop baseball diamond infield, fencing and amenities at Stroud Arena Park.

**Project Justification**

The current condition of Stroud Arena Park baseball diamond, backstop, dugouts and bleachers are in need of redevelopment and replacement to maintain current asset in a usable and safe state as well increase over all experience of all residents and users.

The infield requires additional red clay, grading, shaping and defining to provide programmed user groups and passive use by residents a more enjoyable and safe experience by reducing liabilities due to uneven ground conditions.

The current back stop fencing does not reflect the caliber of baseball being played at this location and is aging infrastructure in need of replacement and upgrade. This will provide increased safety of users, spectators and the residential properties surrounding the baseball diamond. A replacement of the existing backstop with greater overhang and enclosed dugouts are needed.

Deteriorating wooden bleachers and player benches require replacement with lower maintenance and longer lasting aluminium benches and bleachers. Bleachers will be mounted onto concrete pads to reduce maintenance and provide secure footing for spectators. Pathway connection is also required to connect parking lots to bleachers for those residents, spectators and users with limited mobility (AODA compliance)

Stroud Arena Park has a parking lot with ample parking, making this location with suggested redevelopments, a more viable baseball field to be programmed more by user groups and possible potential for increased revenues.

Strategic Plans:3.5.3, 3.5.1

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$275,000						\$275,000
<b>Total Capital Costs</b>	<b>\$275,000</b>						<b>\$275,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$275,000						\$275,000
<b>Total Capital Funding Sources</b>	<b>\$275,000</b>						<b>\$275,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS368  
**Project Name:** Alcona Downs 3 Phase 3- Parkette  
**Timeline for Design:** 2020 Q2, 2020 Q3, 2020 Q4  
**Timeline for Project/Construction:** 2021 Q3, 2021 Q4

**Project Description**  
 To Design and Construct a New Parkette in Alcona Downs 3 Phase 3 Development.  
  
 South of McNeil St.  
  
 Parkette to include trail, benches, and landscaping.

**Project Justification**  
 Designated park land approved in Draft Plan Conditions.  
  
 Included in Development Charges Background Study 4.6.27.  
  
 This project supports the following objectives of the Strategic Plan:  
 2.4.4 Support the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction (connects to 2.6.2)

**Project Implications**  
 Parks needs to be included in line with development build out to support the local community otherwise there would be no local amenities.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting	\$53,000						\$53,000
Consulting/Engineering (Design (15%))	\$7,950						\$7,950
Consulting/Engineering (Construction (7%))	\$3,710						\$3,710
Internal Staff Charges (Engineering, Planning, Purchasing, Legal (10%))	\$5,300						\$5,300
<b>Total Capital Costs</b>	<b>\$69,960</b>						<b>\$69,960</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$6,996						\$6,996
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.28 pg. 131)	\$62,964						\$62,964
<b>Total Capital Funding Sources</b>	<b>\$69,960</b>						<b>\$69,960</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Neighbourhood Park		\$900	\$900	\$900	\$900
<b>Total Operating Budget Impact</b>		<b>\$900</b>	<b>\$900</b>	<b>\$900</b>	<b>\$900</b>

**Other Information**

0.17HA

Maintenance costs from the 2017/2018 Budget Document- 2018 neighbourhood park costs \$5320 per HA with 3% inflation

Design 2020  
Construction 2021

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS397  
**Project Name:** Lake Simcoe Enjoyment Strategy

### Project Description

Undertake a feasibility study for implementation and improvements that enable residents and guests to access the richness of experiences Lake Simcoe has to offer, in an environmentally sustainable way.

For example

- Every existing lake access point is a launching pad to Lake Simcoe (e.g. swim, kayak, fish, relax)
- Once on Lake Simcoe, you have destinations, resources, amenities (e.g. mooring balls for anchoring at multiple destinations)
- From Gilford to Big Bay Point, exciting discoveries are available for all

## Project Justification

Innisfil welcomes tens of thousands of visitors a year, traveling by foot, car, or boat via various transportation networks including the Trent-Severn Waterway, all year round. In addition, Innisfil offers 4 season recreation activities, whether its beach goers, boating or ice fishing. As an annual destination and our Towns biggest natural asset, Lake Simcoe and Innisfil has plenty to offer.

Many of the municipalities bordering Lake Simcoe have capitalized by creating great places to visit with excellent dining, entertaining, and shopping, many within walking distance of the local transient boat slips.

Local businesses have been created and sustained as a result of their proximity to Lake Simcoe and the economic benefits of being a lakeside community. Communities around the lake offer similar services and amenities supporting access to the lake. The City of Barrie offers a comprehensive network of parks/beaches, boat launches, a bustling port with transient docks and easy access to the downtown attracting thousands of visitors a year. Further to the north in Lake Couchiching, Orillia offers similar waterfront features as Barrie with a fulsome supply of waterfront parks/beaches, boat launches, marinas, shopping and shore side amenities accessed by the municipally operated port/docks.

The Innisfil shoreline offers multiple marinas located in Gilford, Lefroy and Belle Ewart and two key park locations (Innisfil Beach Park & Leonards Beach). The municipality is dotted with an additional 49 undeveloped municipally owned properties (road ends/water access points). Innisfil is challenged with offering easy access to Lake Simcoe with effectively developed public land, accessible by both the boating community and those travelling and living within the municipality.

Boater access to key community destinations such as the downtown core of Alcona, Big Bay Point, Gilford, Lefroy and Belle Ewart is very limited as a result of the geographic locations of the parks, marinas and docking facilities.

In 2016, Council approved the Active Innisfil Master Plan. The strategic direction of this plan identifies numerous opportunities to capitalize on the municipalitys largest natural asset, Lake Simcoe. More specifically, the water access strategies outlined in the Master Plan direct the municipality to execute key actions that will enhance access to the lake through development of town owned waterfront properties, many of these are programmed in the town's capital budget planning.

With the proposed intensification at the Friday Harbour Resort, thousands of additional residents and visitors will be seeking access to the lake. Accelerating the development of the lake access points is a key strategic direction that should be advanced to ensure the town is delivering appropriate service levels and meeting community expectations.

Developing a lake access strategy and implementation plan will promote and encourage further development of key areas of the municipality. Specifically, the downtown core of Alcona would benefit from an enhanced water access point as well as the opportunity for new/additional businesses, such as restaurants, shops and other retail store opportunities. Further, the addition of developed waterfront parkland would encourage and facilitate additional recreational opportunities including kayaking, paddle boarding and swimming.

The development of a port with transient docking at Innisfil Beach Park and enhanced docking facilities at key locations across the municipality would support local residents and visitors from land and water. Four season access at designed junctions up and down the shoreline would support winter recreational activities, and would include suitable and sufficient off-street parking.

It is recommended that staff undertake a comprehensive study and implementation plan to determine a number of key elements in moving this project forward. This may include but is not limited to the preparation of a business plan for the defined docking locations, conceptual design, cost estimates, economic analysis and financial feasibility for the more significant components such as a port. The study would also make recommendations on a phased approach to constructing such a significant project that could see the completion of the project taking a number of years to complete.



<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering	\$250,000						\$250,000
<b>Total Capital Costs</b>	<b>\$250,000</b>						<b>\$250,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$250,000						\$250,000
<b>Total Capital Funding Sources</b>	<b>\$250,000</b>						<b>\$250,000</b>

**Other Information**

Strategic and Master Plan Alignment is as follows:

Community Strategic Plan - 1.1.3, 1.1.4, 2.4.4, 2.5.4, 2.5.5, 2.5.6, 2.5.7, 2.6.2, 2.6.3, 3.1.3, 3.4.1, 3.4.2

Parks & Recreation Master Plan/ Active Innisfil - Recommendation #6, #7, #8 and #61

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS399  
**Project Name:** Demolition - 7335 Yonge Street  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3

**Project Description**

The expropriation of this parcel is expected to be completed in 2019. As such, there are two structures on the property (house and a barn) that needs to be demolished in order to reduce the Town's liability until the long term plan for this property is further developed.

**Project Justification**

In order to reduce the Town's liability associated with operational costs, upkeep and risks of vacant structures, the Town will need to demolish these structures and restore the property to a grass covered, parkland state.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$75,000						\$75,000
Internal Staff Charges	\$7,500						\$7,500
<b>Total Capital Costs</b>	<b>\$82,500</b>						<b>\$82,500</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$82,500						\$82,500
<b>Total Capital Funding Sources</b>	<b>\$82,500</b>						<b>\$82,500</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS401  
**Project Name:** Innisfil Beach Park Improvements

**Project Description**

During the January 15th and 17th special council meetings, Council expressed their concern surrounding the issues at Innisfil Beach Park. The direction was to allocate funds that can be used by the Ad Hoc Committee to address the issues at Innisfil Beach Park. The committee's mandate is as follows:  
 "The Innisfil Beach Park Ad Hoc Committee (IBPAHC) is a Committee of Council whose purpose is to review issues surrounding Innisfil Beach Park and to advise and make recommendations to Council on these matters. The Committee will search for solutions that will enhance the overall user experience at the park."  
 This project is a placeholder to fund the operational initiatives at Innisfil Beach Park. The Committee's recommendations will determine the scope of this project.

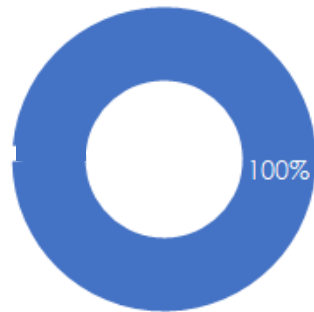
<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials	\$100,000						\$100,000
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

# Summary: Planning Projects

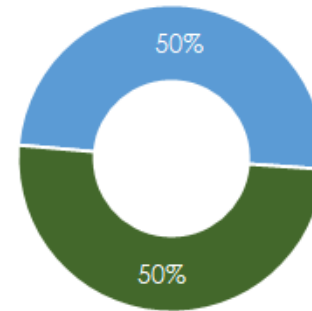
	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Growth	80,000	561,000	641,000	1,899,000	\$ 2,540,000
Enhancements	-	-	-	40,000	\$ 40,000
<b>Expenditures by Classification Total</b>	<b>\$ 80,000</b>	<b>\$ 561,000</b>	<b>\$ 641,000</b>	<b>\$ 1,939,000</b>	<b>\$ 2,580,000</b>
<b>Source of Funding</b>					
Alternative Revenue Source	71,000	247,800	318,800	1,154,700	\$ 1,473,500
Capital Tax Levy	-	-	-	40,000	\$ 40,000
Development Charges	9,000	313,200	322,200	744,300	\$ 1,066,500
<b>Source of Funding Total</b>	<b>\$ 80,000</b>	<b>\$ 561,000</b>	<b>\$ 641,000</b>	<b>\$ 1,939,000</b>	<b>\$ 2,580,000</b>

2019 & 2020 Approved Planning Projects  
- Expenditures by Classification



■ Growth

2019 & 2020 Approved Planning Projects  
- Source of Funding



■ Alternative Revenue Source  
■ Development Charges

# Projects: Planning

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Growth</b>						
PLN19 Zoning By-Law Update/ Community Planning Permit Study	-	106,000	106,000	74,000	\$ 180,000	Growing Communities
PLN20 Our Place Official Plan Update	-	-	-	100,000	\$ 100,000	Growing Communities
PLN33 Innisfil Beach Road Community Planning Permit System Study	-	150,000	150,000	-	\$ 150,000	Growing Communities
PLN36 Our Place Official Plan Implementation	20,000	-	20,000	-	\$ 20,000	Growing Communities
PLN37 Intensification and Infill Study and Guidelines	-	55,000	55,000	40,000	\$ 95,000	Growing Communities
PLN40 Affordable Housing Strategy and Community Improvement Plan	-	-	-	55,000	\$ 55,000	Growing Communities
PLN41 Community Hubs Implementation Plan	-	55,000	55,000	-	\$ 55,000	Growing Communities
PLN42 Alcona Neighbourhoods Action and Implementation Plan	-	-	-	90,000	\$ 90,000	Growing Communities
PLN44 Town-Wide Parking Study	-	-	-	65,000	\$ 65,000	Growing Communities
PLN45 Municipal Comprehensive Review	-	-	-	55,000	\$ 55,000	Growing Communities
PLN47 Place Making Destinations Master Plan and Implementation	-	90,000	90,000	-	\$ 90,000	Growing Communities
PLN48 Downtown Lefroy Visioning and Implementation	-	-	-	100,000	\$ 100,000	Growing Communities
PLN50 Technology Implementation Policies	-	-	-	35,000	\$ 35,000	Communications & Community Engagement

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PLN51 Cultural Heritage Landscape Study	-	-	-	55,000	\$ 55,000	Growing Communities
PLN52 Our Place Official Plan Update	-	-	-	175,000	\$ 175,000	Growing Communities
PLN53 Town-Wide Zoning By-Law/Community Planning Permit System Update	-	-	-	225,000	\$ 225,000	Growing Communities
PLN55 Our Shore Review and Economic Impact Study	-	40,000	40,000	-	\$ 40,000	Growing Communities
PLN56 Sustainable Development Goals	-	-	-	60,000	\$ 60,000	Growing Communities
PLN58 Place Making Community Improvement Plan	-	-	-	50,000	\$ 50,000	Growing Communities
PLN59 Provincial Policy Update Implementation	-	35,000	35,000	-	\$ 35,000	Growing Communities
PLN60 Age-Friendly Community Action and Implementation Plan	-	-	-	45,000	\$ 45,000	Community Programming & Activities
PLN62 Innisfil Heights Employment Area Policy Review	-	-	-	35,000	\$ 35,000	Parks & Recreation Spaces
PLN63 Employment Lands Policy Review	-	-	-	120,000	\$ 120,000	Community Prosperity

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
PLN65 Agricultural and Rural Area Placemaking Implementation	-	-	-	25,000	\$ 25,000	Growing Communities
PLN67 Sustainable 'Net Zero' Community Implementation Plan	60,000	-	60,000	-	\$ 60,000	Growing Communities
PLN68 Trails and Active Transportation Policy Review and Implementation	-	-	-	50,000	\$ 50,000	Parks & Recreation Spaces
PLN69 Town-Wide Neighbourhood Plan Study and Implementation	-	-	-	80,000	\$ 80,000	Growing Communities
PLN70 Autonomous Vehicle Accommodation Study and Implementation	-	-	-	45,000	\$ 45,000	Growing Communities
PLN71 Healthy Communities Policy Review and Implementation	-	-	-	35,000	\$ 35,000	Growing Communities
PLN72 Place Making Design and Policy Implementation Review	-	-	-	55,000	\$ 55,000	Growing Communities
PLN73 Place Making Design and Policy Implementation Review	-	-	-	40,000	\$ 40,000	Growing Communities
PLN74 Our Shore Management - Phase 2	-	-	-	70,000	\$ 70,000	Growing Communities
PLN75 Trails and Active Transportation Policy Review and Implementation	-	-	-	40,000	\$ 40,000	Parks & Recreation Spaces
PLN76 Urban Forest and Natural Heritage Policy Review	-	-	-	40,000	\$ 40,000	Growing Communities
PLN77 Climate Change Implementation Review	-	-	-	40,000	\$ 40,000	Asset Management
PLN79 Urban Forest Management Plan and By-Law	-	30,000	30,000	-	\$ 30,000	Parks & Recreation Spaces
<b>Total Growth Projects</b>	<b>80,000</b>	<b>561,000</b>	<b>641,000</b>	<b>1,899,000</b>	<b>\$ 2,540,000</b>	

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Enhancements</b>						
PLN38 Renewable Energy Facilities Siting Protocol	-	-	-	40,000	\$ 40,000	Growing Communities
<b>Total Enhancement Projects</b>	-	-	-	<b>40,000</b>	<b>\$ 40,000</b>	
<b>Total Planning Projects</b>	<b>\$ 80,000</b>	<b>\$ 561,000</b>	<b>\$ 641,000</b>	<b>\$ 1,939,000</b>	<b>\$ 2,580,000</b>	



## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN19  
**Project Name:** Zoning By-Law Update/Community Planning Permit Study

**Project Description**

Update of Towns Zoning By-Law is required to implement the Town's new Our Place Official Plan. Update will consider the integration and further use of a Community Planning Permit system (replaces Zoning By-Law to combine a zoning amendment, site plan, and minor variance into one planning approval) on a Town-wide or area-specific basis. Supports Inspiring Innisfil 2020 Strategic Community Plan objectives 1.1.2 and 1.1.3.

**Project Justification**

It is a requirement of the Ontario Planning Act that the Town's Zoning By-Law be updated no more than 3 years after a new Official Plan takes effect. While the Official Plan provides policy directions, the Zoning By-Law/Community Planning Permit System provides specific land use provisions to regulate matters such as uses, building heights and parking requirements.

**Project Implications**

Updating the Town's Zoning By-Law to reflect the Town's new Our Place OP is a legislated requirement. A timely update of the Zoning By-Law will also support the implementation of the new and/or amended policy directions of the OP.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Internal Staff Charges	\$46,000	\$54,000					\$100,000
Planning Services/Studies	\$60,000	\$20,000					\$80,000
<b>Total Capital Costs</b>	<b>\$106,000</b>	<b>\$74,000</b>					<b>\$180,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$58,300	\$40,700					\$99,000
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.4/5 pg. 164)	\$47,700	\$33,300					\$81,000
<b>Total Capital Funding Sources</b>	<b>\$106,000</b>	<b>\$74,000</b>					<b>\$180,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN33  
**Project Name:** Innisfil Beach Road Community Planning Permit System Study

**Project Description**

To be prepared in tandem with PLN 19, the purpose of this study is to implement a community planning permit system for development approvals along Innisfil Beach Road from the 20th Sideroad to the Lake.

**Project Justification**

A community planning permit system (CPPS) has advantages in an area that can be expected to have future land uses changes where the future character of the area is likely to change. A CPPS creates a greater level of certainty for stakeholders in terms of establishing future land uses and built form. At the same time, proponents for future development have greater certainty with respect to Council's preferred vision and the approval process. A CPPS along this section of IBR would promote objectives from the Strategic Community Plan (1.1.2 and 1.1.3) of Inspiring Innisfil 2020 and developing Alcona as the primary settlement area.

**Project Implications**

Project will result in development that helps implement the vision for a vibrant main street in downtown Alcona.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Materials	\$10,000						\$10,000
Internal Staff Charges	\$130,000						\$130,000
Planning Services/Studies	\$10,000						\$10,000
<b>Total Capital Costs</b>	<b>\$150,000</b>						<b>\$150,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$15,000						\$15,000
Oblig.RF-Gen. Govt DCA (90% DC Funded 7.4.9 pg. 164)	\$135,000						\$135,000
<b>Total Capital Funding Sources</b>	<b>\$150,000</b>						<b>\$150,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN36  
**Project Name:** Our Place Official Plan Implementation

**Project Description**

Following the adoption of the Town's Our Place Official Plan (OP), various implementation measures will be required with respect to public outreach, any appeals to the Local Planning Appeal Tribunal (LPAT) and education/communication.

**Project Justification**

The OP review represents a significant policy update and affects all areas of Innisfil. Community interest and education will require actions necessary for the effective implementation of new planning policies. In addition, LPAT appeals can be expected that will need to be defended for final implementation.

**Project Implications**

This project is necessary for the effective implementation of the Our Place Official Plan. e.g. the Town's OP will not take full effect if there are LPAT appeals and the Town has not allocated funding to address them.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$50,000	\$20,000						\$70,000
Planning Services/Studies	\$40,000							\$40,000
<b>Total Capital Costs</b>	<b>\$90,000</b>	<b>\$20,000</b>						<b>\$110,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$44,640	\$11,000						\$55,640
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.1/9 pg. 164)		\$9,000						\$9,000
ARS-Post Period DC (Future DC's estimated 50.4% eligible)	\$45,360							\$45,360
<b>Total Capital Funding Sources</b>	<b>\$90,000</b>	<b>\$20,000</b>						<b>\$110,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN37  
**Project Name:** Intensification and Infill Study and Guidelines

**Project Description**

A Town-wide study to identify and accommodate appropriate residential intensification and infill opportunities and locations. The study will also include the preparation of a manual that sets out planning and design guidelines that assists the Town and the development industry in achieving high quality residential infill which complements community character and creates a livable environment for new residents.

**Project Justification**

Provincial policy dictates that the Town achieves a minimum annual 33% intensification target for residential growth. Accommodating 1 in 3 new residential units in the existing built boundary creates challenges from a land use planning and community character/acceptance perspective. Infill design guidelines are necessary to ensure that development within built areas occurs in a manner that appropriately suits the local context. This supports the objective of I12020 Strategic Community Plan (1.1.2) to "identify targeted areas for growth and intensification and develop strategies to realize the growth plan while maintaining community character."

**Project Implications**

Not doing this project may result in development occurring through intensification that does not reflect the Town's character. County will look for this guidance as part of their MCR process.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Internal Staff Charges	\$40,000	\$30,000					\$70,000
Planning Services/Studies	\$15,000	\$10,000					\$25,000
<b>Total Capital Costs</b>	<b>\$55,000</b>	<b>\$40,000</b>					<b>\$95,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$5,500	\$4,000					\$9,500
Oblig.RF-Gen. Govt DCA (90% DC Funded 7.4.10/11 pg. 164)	\$49,500	\$36,000					\$85,500
<b>Total Capital Funding Sources</b>	<b>\$55,000</b>	<b>\$40,000</b>					<b>\$95,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN41  
**Project Name:** Community Hubs Implementation Plan

**Project Description**

A plan to support the implementation of community hubs as identified in the Town's Official Plan and the Parks and Recreation Master Plan. Community Hubs are public facilities that incorporate multiple programs and services that serve the health, wellness, social cohesion and well being of residents within Innisfil.

**Project Justification**

Plan will include specific actions, design solutions and measurable outcomes to support the implementation of hubs that improve community health and achieve a high quality of life for all residents. This supports implementation of the Town's Our Place Official Plan as well as the 'Connect' (section 2) goal of II2020 Strategic Community Plan to "ensure opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful physically, socially, culturally and digitally."

**Project Implications**

Not doing this project may limit achievement of the objectives of the Official Plan to support and promote the creation of community hubs.

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$30,000						\$30,000
Planning Services/Studies	\$25,000						\$25,000
<b>Total Capital Costs</b>	<b>\$55,000</b>						<b>\$55,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$30,250						\$30,250
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.14 pg. 164)	\$24,750						\$24,750
<b>Total Capital Funding Sources</b>	<b>\$55,000</b>						<b>\$55,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN47  
**Project Name:** Place Making Destinations Master Plan and Implementation

**Project Description**

Place making is a multi-faceted approach to the planning, design and management of public spaces. Place making capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well being. This project will prepare a concept and implementation plan with specific actions to improve the sense of place within the place making destinations and areas that are identified in the Our Place Official Plan ([www.innisfil.ca/ourplace](http://www.innisfil.ca/ourplace)). Plan will also identify and include 'quick wins' to kick start the plan's implementation.

**Project Justification**

This project supports the implementation of the new and revitalized Our Place Official Plan, which is an objective of I12020 Strategic Community Plan (1.1.1) and also supports the overall goal to 'Grow' and collaboratively develop a thriving community. It also supports the specific objective (2.6.2) of I12020 Strategic Community Plan to "promote and encourage the enhancement of destination places and activities throughout the town."

**Project Implications**

Not completing this project will limit the Town's ability to realize the place making objectives of the Our Place Official Plan to help revitalize the destinations and public spaces that were identified by residents as important to the creation of Our Place.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Internal Staff Charges	\$60,000						\$60,000
Planning Services/Studies	\$30,000						\$30,000
<b>Total Capital Costs</b>	<b>\$90,000</b>						<b>\$90,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$49,500						\$49,500
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.19 pg. 164)	\$40,500						\$40,500
<b>Total Capital Funding Sources</b>	<b>\$90,000</b>						<b>\$90,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN55  
**Project Name:** Our Shore Review and Economic Impact Study

**Project Description**

Study to review the Our Shore Community Planning Permit System (CPPS) and to quantify the economic impacts of the Lake Simcoe shoreline for the purpose of identifying land use policies and possible amendments to the Our Shore CPPS that support place making and protect and augment the economic contribution of the Town's shoreline areas.

**Project Justification**

Study findings will help support balanced economic growth and aligns with the objective (2.5.4) of I12020 Strategic Community Plan to "develop strategies to enhance shoreline access and recreation opportunities and ensure sustainability of the shoreline."

**Project Implications**

Not doing this project may result in missed opportunities to fully realize economic opportunities along the Lake Simcoe shoreline. Will support lake enjoyment strategy and community asset organization.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Internal Staff Charges	\$20,000						\$20,000
Planning Services/Studies	\$20,000						\$20,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$40,000						\$40,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN59  
**Project Name:** Provincial Policy Update Implementation

**Project Description**

A review and update of the Town's planning policies to conform with changes to provincial planning legislation.

**Project Justification**

The Provincial Government is undertaking a review of numerous planning policies and legislation (e.g. Planning Act, Growth Plan for the Greater Golden Horseshoe, and Greenbelt Plan) that the Town will be required to implement locally. The timely update of planning policies to conform with provincial legislation will assist in achieving policy objectives of the Town's Official Plan.

Supports I12020 Strategic Community Plan objective 1.1.2.

**Project Implications**

The Town is required to implement provincial planning policies.

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$35,000						\$35,000
<b>Total Capital Costs</b>	<b>\$35,000</b>						<b>\$35,000</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$19,250						\$19,250
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.27 pg. 164)	\$15,750						\$15,750
<b>Total Capital Funding Sources</b>	<b>\$35,000</b>						<b>\$35,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN67  
**Project Name:** Sustainable 'Net Zero' Community Implementation Plan

**Project Description**

An implementation plan for the development of Innisfil as a sustainable 'net zero' community. The 'net zero' refers to developments for which all greenhouse gas emissions resulting from building operations are offset by carbon-free energy production. Implementation plan will identify specific ways and 'quick wins' to transform Innisfil as a 'net zero' community.

**Project Justification**

Provincial policies require municipalities to consider emission reduction strategies. A 'Net Zero' Implementation Plan will implement provincial policies as well as the policies and objectives of the Our Place Official Plan and I12020 Strategic Community Plan that promote environmental sustainability (section 3.4). Pilot projects currently being identified within the community for illustrations of this concept to reinforce the policies.

**Project Implications**

Completing this project will support the Town in achieving it's environmentally sustainable goals. Having implementation guidelines will ultimately reduce operating budgets for Town buildings in future.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$30,000						\$30,000
Planning Services/Studies	\$30,000						\$30,000
<b>Total Capital Costs</b>	<b>\$60,000</b>						<b>\$60,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$60,000						\$60,000
<b>Total Capital Funding Sources</b>	<b>\$60,000</b>						<b>\$60,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN79  
**Project Name:** Urban Forest Management Plan and By-Law

**Project Description**

This Plan will provide a comprehensive and strategic approach and by-law to protecting, maintaining and enhancing the urban forest within settlement areas - this includes trees on both public and private property: along city streets; in parks, open spaces and natural areas; and in the yards and landscaped areas of residences, offices, institutions, and businesses. The urban forest is a shared resource that provides a wide range of benefits and services to the entire community.

**Project Justification**

The urban forest is a defined element of place making and Our Place. This policy review will assess current tree protection and enhancement measures and determine new management policies. The Town is lacking a comprehensive, long-term vision and strategic direction for protecting and enhancing the urban forest. Supports Objective 3.4.3 of the Inspiring Innisfil community strategic plan.

**Project Implications**

Due to the absence of local tree protection policies and by-laws, not doing this project would result in the loss of the urban forest on smaller properties within the Town's settlement areas.

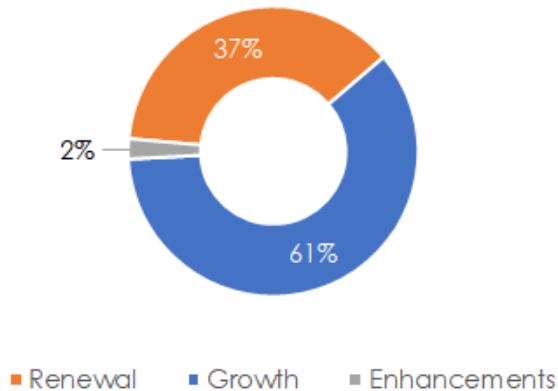
Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Internal Staff Charges	\$30,000						\$30,000
<b>Total Capital Costs</b>	<b>\$30,000</b>						<b>\$30,000</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$30,000						\$30,000
<b>Total Capital Funding Sources</b>	<b>\$30,000</b>						<b>\$30,000</b>

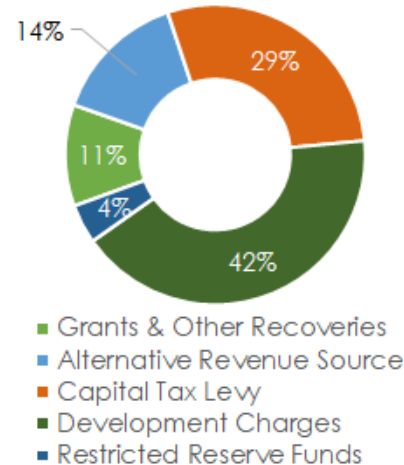
# Summary: Roads Projects

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Expenditures by Classification</b>					
Renewal	6,941,662	10,331,025	17,272,687	95,190,672	\$ 112,463,359
Growth	22,095,547	5,819,750	27,915,297	38,807,719	\$ 66,723,016
Enhancements	476,000	558,160	1,034,160	1,970,870	\$ 3,005,030
<b>Expenditures by Classification Total</b>	<b>\$ 29,513,209</b>	<b>\$ 16,708,935</b>	<b>\$ 46,222,144</b>	<b>\$ 135,969,261</b>	<b>\$ 182,191,405</b>
<b>Source of Funding</b>					
Grants & Other Recoveries	2,808,006	2,255,367	5,063,373	18,852,936	\$ 23,916,309
Alternative Revenue Source	4,623,947	2,059,055	6,683,002	5,347,089	\$ 12,030,091
Capital Tax Levy	4,609,656	8,633,818	13,243,474	78,308,606	\$ 91,552,080
Development Charges	15,525,213	3,760,695	19,285,908	33,460,630	\$ 52,746,538
Restricted Reserve Funds	1,946,387	-	1,946,387	-	\$ 1,946,387
<b>Source of Funding Total</b>	<b>\$ 29,513,209</b>	<b>\$ 16,708,935</b>	<b>\$ 46,222,144</b>	<b>\$ 135,969,261</b>	<b>\$ 182,191,405</b>

2019 & 2020 Approved Roads Projects - Expenditures by Classification



2019 & 2020 Approved Roads Projects - Source of Funding



# Projects: Roads

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
<b>Renewal</b>						
RDS172 Stormwater Pond Cleanout/Retrofit Program	488,000	502,640	990,640	4,601,840	\$ 5,592,480	Stormwater Management
RDS221 Emerald Ash Borer	125,000	125,000	250,000	750,000	\$ 1,000,000	Parks & Recreation Spaces
RDS225 Sidewalk Improvement Program	286,000	323,100	609,100	2,583,650	\$ 3,192,750	Roadway Network
RDS266 Various Roads - Drainage Improvement Program	437,500	486,775	924,275	3,727,525	\$ 4,651,800	Stormwater Management
RDS269 Reive Blvd & 3rd Line - Culvert Works	793,000	-	793,000	-	\$ 793,000	Roadway Network
RDS274 Stormwater CCTV Inspections	100,000	103,000	203,000	943,387	\$ 1,146,387	Stormwater Management
RDS282 Traffic Signal/ Flasher/ Beacon Condition Assessment	50,000	-	50,000	-	\$ 50,000	Roadway Network
RDS296 Roads Needs Study Update	-	-	-	479,600	\$ 479,600	Roadway Network
RDS337 Raynor Court- Laneway Reconstruction	457,950	-	457,950	-	\$ 457,950	Roadway Network
RDS349 Road Rehabilitation Program	3,960,212	8,790,510	12,750,722	80,823,560	\$ 93,574,282	Roadway Network
RDS351 Ireton Street Retaining Wall Replacement	34,000	-	34,000	-	\$ 34,000	Roadway Network
RDS352 Acoustical Fence Replacement - Leslie Street	210,000	-	210,000	-	210,000	Roadway Network
RDS355 Various Bridge/Culvert Rehabilitations		-	-	1,281,110	1,281,110	Roadway Network
<b>Total Renewal Projects</b>	<b>6,941,662</b>	<b>10,331,025</b>	<b>17,272,687</b>	<b>95,190,672</b>	<b>112,463,359</b>	
<b>Growth</b>						
RDS205 6th Line - Bridge Expansion over Railway	725,202	-	725,202	-	\$ 725,202	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
RDS239 9th Line - 25th Sideroad to Leonard Street - Paved Shoulders	204,457	-	204,457	-	\$ 204,457	Growing Communities
RDS241 13th Line - Big Bay Point Road/25th Sideroad to Friday Drive - Reconstruction and Multi-use Trail/Paved Shoulders	-	-	-	2,706,400	\$ 2,706,400	Growing Communities
RDS248 20th Sideroad (Bypass of IBR and Metrolinx Intersection) - Leslie Drive to South of Innisfil Beach Rd	-	-	-	732,021	\$ 732,021	Growing Communities
RDS276 7th Line - 20th Sideroad to Lake Simcoe - Urbanization	15,000,000	-	15,000,000	-	\$ 15,000,000	Growing Communities
RDS287 25th Sideroad & Big Bay Point - New Roundabout/Traffic Signal	-	-	-	1,217,800	\$ 1,217,800	Growing Communities
RDS288 25th Sideroad, Big Bay Point Road to Mapleview Drive - Reconstruction	-	4,923,600	4,923,600	-	\$ 4,923,600	Growing Communities
RDS309 10th Line - Sandy Cove west settlement boundry to Purvis Street - EA/Urbanization/Active Transportation	-	872,000	872,000	16,718,900	\$ 17,590,900	Growing Communities
RDS311 Highway 89 East-West Link - EA and Needs and Justification Study	-	-	-	289,100	\$ 289,100	Growing Communities
RDS317 Webster Blvd. North Extension - from existing north limit to 20th Sideroad - New Construction	-	-	-	3,671,500	\$ 3,671,500	Growing Communities
RDS324 Storm Water Inspection Camera	-	24,150	24,150	-	\$ 24,150	Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028	Service Bundle
RDS328 Operations Security Fencing	96,500	-	96,500	-	\$ 96,500	Growing Communities
RDS334 Operations Fleet Electric Charging Station	34,000	-	34,000	-	\$ 34,000	Growing Communities
RDS338 Innisfil Beach Road and 20th Grade Separation Study, Design, and Construction	-	-	-	400,000	\$ 400,000	Growing Communities
RDS350 7th Line Improvements, Yonge Street to 10th Sideroad	5,850,388	-	5,850,388	-	\$ 5,850,388	Growing Communities
RDS356 Big Bay Point Road - 20th Sideroad to 25th Sideroad/13th Line - Reconstruction	-	-	-	7,840,900	\$ 7,840,900	Growing Communities
RDS358 GO Station Integration and Mobility Hub/Smart City Implementation	185,000	-	185,000	5,231,098	\$ 5,416,098	Growing Communities
<b>Total Growth Projects</b>	<b>22,095,547</b>	<b>5,819,750</b>	<b>27,915,297</b>	<b>38,807,719</b>	<b>\$ 66,723,016</b>	
<b>Enhancements</b>						
RDS260 Holy Cross Catholic School - New Pedestrian Signal	-	-	-	250,000	\$ 250,000	Roadway Network
RDS319 Cookstown Library- Sidewalk connection from Church and Saunders	-	-	-	82,150	\$ 82,150	Roadway Network
RDS343 LED Streetlight Retrofit Program	336,000	356,160	692,160	1,135,680	\$ 1,827,840	Roadway Network
RDS354 Traffic Calming: Radar Speed Signs	40,000	-	40,000	-	\$ 40,000	Roadway Network
RDS363 Traffic Calming Measure Improvements	100,000	100,000	200,000	-	\$ 200,000	Roadway Network
RDSOT4 Streetlight Program	-	102,000	102,000	503,040	\$ 605,040	Roadway Network
<b>Total Enhancement Projects</b>	<b>476,000</b>	<b>558,160</b>	<b>1,034,160</b>	<b>1,970,870</b>	<b>\$ 3,005,030</b>	
<b>Total Roads Projects</b>	<b>\$ 29,513,209</b>	<b>\$ 16,708,935</b>	<b>\$ 46,222,144</b>	<b>\$ 135,969,261</b>	<b>\$ 182,191,405</b>	

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS172  
**Project Name:** Stormwater Pond Cleanout/Retrofit Program

### Project Description

The Design and Construction of the annual Stormwater Pond Cleanout/Retrofit Program. To reduce phosphorus loadings into Lake Simcoe as per the approved Comprehensive Stormwater Management Master Plan Implementation Plan.

To include one retrofit per year, work required from Operations annual inspection program, and Stormwater Improvement works ie. ( Low Impact Development Pilot Projects, Oil Grit Separator Units, or enhanced grass swales).

### Project Justification

The updated Comprehensive Stormwater Management Master Plan Part 2 was approved by Council in January 2017. The Master Plan recommended a construction budget increase from \$260,000 to \$400,000.

- an additional \$40,000 starting in 2019 for pond retrofits/rehabs for one pond, and work required from Operations annual inspection program.
- an additional \$100,000 annually for SWM Improvement works ie. LID pilot project, OGS, or enhanced swales.

The updated program will better address the requirements and objectives of the Lake Simcoe Protection Plan.

The ponds are prioritized based on potential phosphorus reduction as identified in "Stormwater Pond Maintenance and Anoxic Conditions Investigation" (LSRCA, 2011). Cleaning out ponds in the identified order will ensure the greatest reduction in phosphorus content of stormwater flows released into Innisfil creeks. The reduced phosphorus levels should result in improved water quality in Lake Simcoe.

This project supports the following Strategic Plan Objectives:

- 3.4.1 - Develop strategies to protect and sustain our water resources
- 3.4.2 Investigate options to ensure environmental protection of the lake and shoreline (connects to 2.5.4)

### Project Implications

If this program is not completed then the requirements of the Lake Simcoe Protection Plan will not be met.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$1,405,000	\$400,000	\$412,000	\$424,000	\$436,000	\$452,000	\$2,460,000	\$5,989,000
Consulting/Engineering	\$56,250							\$56,250
Contingency	\$37,500							\$37,500
Internal Staff Charges (Engineering, Purchasing, Legal (5%))	\$26,000	\$20,000	\$20,600	\$21,200	\$21,800	\$22,600	\$123,000	\$255,200
Design/Engineering (Design (10%))	\$168,000	\$40,000	\$41,200	\$42,400	\$43,600	\$45,200	\$246,000	\$626,400
Design/Engineering (Construction (7%))	\$36,400	\$28,000	\$28,840	\$29,680	\$30,520	\$31,640	\$172,200	\$357,280
<b>Total Capital Costs</b>	<b>\$1,729,150</b>	<b>\$488,000</b>	<b>\$502,640</b>	<b>\$517,280</b>	<b>\$531,920</b>	<b>\$551,440</b>	<b>\$3,001,200</b>	<b>\$7,321,630</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Other	\$300,000							\$300,000
Discr.RF-Capital	\$1,429,150	\$488,000	\$502,640	\$517,280	\$531,920	\$551,440	\$3,001,200	\$7,021,630
<b>Total Capital Funding Sources</b>	<b>\$1,729,150</b>	<b>\$488,000</b>	<b>\$502,640</b>	<b>\$517,280</b>	<b>\$531,920</b>	<b>\$551,440</b>	<b>\$3,001,200</b>	<b>\$7,321,630</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Stormceptor Maintenance	\$10,000	\$20,000	\$30,000	\$40,000	\$50,000
<b>Total Operating Budget Impact</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$30,000</b>	<b>\$40,000</b>	<b>\$50,000</b>

#### Other Information

Proposed construction: 2019 Southview (9-2), 2020 Monerepos (13-2), 2021 South Shore Woods (13-3), 2022 Coralwoods (4-2), 2023 Victoria Green (9-3), 2024 Doral East (9-4), 2025 Previn Court Stage 1 (6-1)

Should the Town receive a favourable bidding, additional funds at year end are to be carried forward to next year to allow for additional Stormwater pond works to be completed.

Q1 2019 - RFP & Award

Q2 2019 - Design

Q1 2020 - Tender & Construction

This is a ongoing program and numerous ponds have been cleaned out as part of this project such as Crossroads pond #8-4, Innisbrook Pond #7-5, Kempenfelt Bayside #13-1, Trillum Industrial #8-1 (To be completed (TBC)in 2018), Brandy Land #10-1 (TBC in 2018), Village North Dempster #10-2 (TBC in 2018).

Link to Master Plan:

[https://innisfil.ca/getFileByName/10.24.2016%20Final%20SWM%20MP%20October%202016%20\(ID%20179628\).pdf](https://innisfil.ca/getFileByName/10.24.2016%20Final%20SWM%20MP%20October%202016%20(ID%20179628).pdf)



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS205  
**Project Name:** 6th Line - Bridge Expansion over Railway  
**Timeline for Design:** 2018 Q1, 2018 Q2, 2018 Q3, 2018 Q4  
**Timeline for Project/Construction:** 2019 Q2, 2019 Q3, 2019 Q4

### Project Description

Location: The 6th Line Metrolinx Crossing

Scope: Design and Construction of the expansion of the bridge over the rail lines from two (2) lanes to four (4) lanes in accordance with the 2018 Transportation Master Plan and the 6th Line EA.

The new bridge will also be taller and include flashplating etc. to accommodate Metrolinx electrification. Staff are currently in negotiation with Metrolinx regarding a cost-sharing agreement. It is anticipated that Metrolinx will cover any costs related to electrification needs, and the Town will cover any costs related to the bridge deck widening.

Additional funds are being requested to match the updated construction cost estimate in the updated 2018 Transportation Master Plan.

### Project Justification

The most recent inspection of this bridge indicated that it is in fair condition but will require substantial repairs within the next five years. The 2018 Transportation Master Plan recommends expansion of the structure to accommodate increased traffic from the Draft Plan Approved Sleeping Lion Development, and the height of the structure may have to be adjusted to accommodate GO Transit's electrification initiative. Thus, rather than making repairs to the existing structure, Staff recommend that the structure be replaced.

This project was included in the 2018 Development Charges Background Study.

This project supports the following objectives of the Strategic Plan:  
 2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities

### Project Implications

The old bridge may become a pinch point and cause traffic congestion if not expanded. Sightlines need improvement and currently pose a risk to traffic. Existing bridge will continue to deteriorate. Existing bridge is not sufficient to permit Metrolinx electrification.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (TMP inflated estimate)	\$2,879,036	\$580,162						\$3,459,198
Internal Staff Charges (5%)	\$65,433	\$36,260						\$101,693
Design/Engineering (15% Design/CA/CI)	\$327,163	\$108,780						\$435,943
<b>Total Capital Costs</b>	<b>\$3,271,632</b>	<b>\$725,202</b>						<b>\$3,996,834</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Roads DCA (100% DC Funded #14 pg. 174)	\$3,271,632	\$725,202						\$3,996,834
<b>Total Capital Funding Sources</b>	<b>\$3,271,632</b>	<b>\$725,202</b>						<b>\$3,996,834</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS221  
**Project Name:** Emerald Ash Borer  
**Timeline for Project/Construction:** 2016 Q2, 2016 Q3, 2016 Q4, 2017 Q1

### Project Description

Emerald Ash Borer Management Plan / Implementation.

### Project Justification

The Emerald Ash Borer (EAB) is an invasive insect originating from Asia. It was first discovered in North America in the Detroit and Windsor area in 2002. The insect attacks and kills ash trees (all fraxinus species). Since its introduction it has been quickly spreading throughout southern and central Ontario, Quebec and parts of the US killing millions of trees.

The pest was first discovered in Simcoe County in 2013, and by 2014 it had been found in nearly half of the municipalities within the County. In 2015, the first confirmation of the EAB was identified in Innisfil and has been found widespread in areas surrounding the municipality.

The County of Simcoe has prepared a strategic plan which was approved by County Council in 2014, to provide information and options for Emerald Ash Borer Management to County and Municipal staff, along with providing information for residents.

Town staff, in conjunction with a forestry management specialist firm are finalizing the long term EAB management plan in the summer of 2018. The management plan will identify and assess an inclusive ash tree inventory for Innisfil, and quantify the impacts of the Emerald Ash Borer within the municipality. Upon completion of the management plan, the project will identify management/treatment and options to address this invasive species.

The project has been identified and shown over a ten year management life cycle for budget forecasting and action purposes. The funding shown within this project may vary depending on the progression of the invasive species and the mortality rate of the Ash tree canopy. The initial action phases of the plan will address hazardous trees and areas of high risk including the removal and disposal of these trees, subsequent phasing will include proposed replanting plans that will be brought forward to Council through the budget planning of future years.

This project aligns with Strategic Plan Objectives 3.4.3, 3.5.1, 3.5.2

**Project Implications**

While the EAB management plan is scheduled for completion in the summer of 2018, it is anticipated that this program will provide options and recommendations for the management and control of the invasive species and provide options for addressing the infected trees and those which may become infected.

As such project implications may include;

- Treatment of localized trees that may be saved
- Immediate removal of dead and hazardous ash trees from roadways, parks and municipal properties
- Removal of Subdivision and Blvd ash trees in their entirety
- Replanting of new trees
- Phasing of removals, replanting, and other considerations to be implemented as control methods.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (EAB activities)	\$250,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$375,000	\$1,250,000
Consulting/Engineering (EAB management plan)	\$25,000							\$25,000
Other (Communications / Advertising)	\$5,000							\$5,000
<b>Total Capital Costs</b>	<b>\$280,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$375,000</b>	<b>\$1,280,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$280,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$375,000	\$1,280,000
<b>Total Capital Funding Sources</b>	<b>\$280,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$375,000</b>	<b>\$1,280,000</b>

## Capital Budget Project Detail Sheet

Service Area: Capital Engineering  
 Project Number: RDS225  
 Project Name: Sidewalk Improvement Program  
 Timeline for Project/Construction: 2016 Q3, 2016 Q4, 2017 Q3, 2017 Q4

### Project Description

Remove and replace substandard sections of sidewalk as identified through 2017 Sidewalk Needs Report.

Some identified priorities of this plan are:

- Victoria Street west of Yonge Street
- Centre Street, Cookstown (John Drive - Garibaldi)
- William Drive, West. (Highway 89 to 30m South of Hamilton St)
- Highway 89, South. (William Drive - Highway 27)
- Highway 89, South. (Elizabeth Street - 114m East)
- George Street, West. (Highway 89 to Wellington Street)
- Cook Avenue (Victoria Street East - Heritage Road)
- Selby Street, North (Highway 27 to Dufferin Street)
- Highway 27 East. (Hamilton Street - Highway 89)
- Highway 27, East. (Hamilton Street - Victoria Street, East)
- Highway 27, East. (Queen Street - Victoria Street, West)

### Project Justification

Prioritization and recommendations for planned capital improvements have been developed based on sidewalk condition, minimum maintenance standard requirements and Accessibility for Ontarians with Disabilities Act (AODA) compliance.

In reference to A.O.D.A. compliance, the most prevalent issue was related to narrow sidewalk widths. Only one other serious concern was identified during field inspections which is already being improved through capital project RDSOT13.

Of the 467 sections of sidewalk, 140 sections representing 32 km of sidewalk were identified as requiring rehabilitation to bring them into state of full repair.

This project supports the following objectives of the Strategic Plan:

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

5.1.4 Continue to enhance our asset management practices

2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure (connects to 2.5.3)

3.3.2 Develop an accessible system of connecting trails and walkways between communities (connects to 2.1.2)

**Project Implications**

The Accessibility for Ontarians with Disabilities Act contains stipulations regarding sidewalks. The sidewalks that do not currently meet these stipulations are prioritized first in the replacement schedule.

If we do not replace the sidewalks that do not meet AODA or the required minimum maintenance standards, the Town is more open to liability.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$580,000	\$208,000	\$235,000	\$224,000	\$207,000	\$234,000	\$1,490,000	\$3,178,000
Contingency (10%)		\$20,800	\$23,500	\$22,400	\$20,700	\$23,400	\$149,000	\$259,800
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$20,000	\$20,800	\$23,500	\$22,400	\$20,700	\$23,400	\$149,000	\$279,800
Design/Engineering (Design (10%))	\$67,000	\$20,800	\$23,500	\$22,400	\$20,700	\$23,400	\$149,000	\$326,800
Design/Engineering (CA/CI (7.5%))	\$20,000	\$15,600	\$17,600	\$16,800	\$15,500	\$17,550	\$111,800	\$214,850
<b>Total Capital Costs</b>	<b>\$687,000</b>	<b>\$286,000</b>	<b>\$323,100</b>	<b>\$308,000</b>	<b>\$284,600</b>	<b>\$321,750</b>	<b>\$2,048,800</b>	<b>\$4,259,250</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital (Could be eligible for gas tax)	\$687,000	\$286,000	\$323,100	\$308,000	\$284,600	\$321,750	\$2,048,800	\$4,259,250
<b>Total Capital Funding Sources</b>	<b>\$687,000</b>	<b>\$286,000</b>	<b>\$323,100</b>	<b>\$308,000</b>	<b>\$284,600</b>	<b>\$321,750</b>	<b>\$2,048,800</b>	<b>\$4,259,250</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance	\$886				
<b>Total Operating Budget Impact</b>	<b>\$886</b>				

**Other Information**

2019

Q1 - Design Award

Q2 - Design

Q3 & Q4 - Construction

2020

Q1 - Design Award

Q2 - Design

Q3 & Q4 - Construction

Unless additional operational costs have been identified, then new sections of sidewalks are replacement of existing sidewalks. Operational costs will remain similar to what they currently are.

If additional operational costs have been identified, new sidewalk panels are being installed that will need to be plowed.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS239  
**Project Name:** 9th Line - 25th Sideroad to Leonard Street - Paved Shoulders  
**Timeline for Design:** 2019 Q1  
**Timeline for Project/Construction:** 2019 Q2, 2019 Q3, 2019 Q4

**Project Description**

Location: 9th Line - 25th Sideroad to Leonard Street.

Scope: Paved Shoulders for Active Transportation.

Timing: accelerate timing from "medium" as recommended by TMP, to "short" (2019) to construct together with the 2019 Road Rehabilitation resurfacing.

**Project Justification**

Resurfacing of 9th Line between Ralph St and Lake Simcoe is recommended in 2017 Roads Needs Study for 2019.

Paved Shoulders are recommended in 2018 Transportation Master Plan, the 2017 Trails Master Plan, and are included in 2018 DC Background Study - as "medium timing".

Providing the paved shoulders will improve active transportation connections along the 9th Line including to a future road end park at the lakeshore, and support the Town's Strategic goals as follows:

- 2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure
- 2.5.3 Develop an accessible system of connecting trails and walkways
- 1.1.3 Collaborate with developers to design, build, service and sustain the community we want

**Project Implications**

Should this project not be completed, the Town will miss the opportunity to make a recommended Active Transportation linkage.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting (Paved Shoulders)	\$163,565						\$163,565
Consulting/Engineering (15% Design, CA/CI)	\$30,669						\$30,669
Internal Staff Charges (5%)	\$10,223						\$10,223
<b>Total Capital Costs</b>	<b>\$204,457</b>						<b>\$204,457</b>



<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS (Active Transportation - II2020)	\$92,006						\$92,006
Oblig.RF-Roads DCA (55% DC Funded #8 pg. 174)	\$112,451						\$112,451
<b>Total Capital Funding Sources</b>	<b>\$204,457</b>						<b>\$204,457</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance of 0.8 km of paved shoulders (both sides) at \$3,211 per km		\$5,138	\$5,138	\$5,138	\$5,138
<b>Total Operating Budget Impact</b>		<b>\$5,138</b>	<b>\$5,138</b>	<b>\$5,138</b>	<b>\$5,138</b>

#### Other Information

Supports II2020 Strategic Community Plan objective 2.1.2.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS266  
**Project Name:** Various Roads - Drainage Improvement Program

### Project Description

Drainage improvement evaluations were completed for various roads in 2018. These roads included:

- Simcoe Blvd
- West Street
- Bayshore Road
- 30th Sideroad North
- Blackwood Avenue/Timmins Avenue/Moyer Avenue Intersection.

Town Staff report that there are significant drainage concerns on these roadways, resulting in the dedication of a significant amount of time and resources to mitigate annual flooding.

Though drainage improvement evaluations have been completed for these areas outlined above, Town staff have further reprioritized the need for drainage improvements and developed a new prioritization list as outlined below based on operational need, Minimum Maintenance Standards and consultation with area residents.

1. Simcoe Blvd - 2019 Construction
2. Park Rd/Buchanan St - 2019 Study/Detailed Design  
2020 Construction
3. Tall Tree Ln/Bon Secour Cres/Goodfellow Ave - 2019 Study  
2020 - Detailed Design/ 2021 Construction
4. West Street - 2021 Detailed Design/2022 Construction
5. Bayshore Road - 2022 Detailed Design/ 2023 Construction
6. 30th Sideroad North - 2023 Detailed Design / 2024 Construction
7. Blackwood Avenue/Timmins Avenue/Moyer Avenue Intersection. 2024 Detailed Design / 2025 Construction
8. 9th & 25th Intersection - 2025 Detailed Design / 2026 Construction
9. 20th Sideroad between 9th Line & 10th Line - 2026 Detailed Design/ 2027 Construction

**Project Justification**

With increased surface water occurring, drainage is becoming a significantly larger issue that the Town must plan for in order to mitigate varying levels of liability. Many of these areas are directly adjacent to Lake Simcoe and therefore flooding in these areas also affects the water quality of the watershed.

Minimum Maintenance Standards are not being met in various areas of the Town. (O.Reg 239/02.)

There will be operating budget reductions associated with these improvements as less resources will be required to mitigate annual flooding in these areas.

This project supports the following Strategic Plan objectives:

2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities

3.4.1 - Develop strategies to protect and sustain our water resources

3.5.2 - Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

3.4.2 - Investigate options to ensure environmental protection of the lake and shoreline (connects to 2.5.4)

**Project Implications**

Surface water runoff will continue to pose problems with ponding, settling and wet conditions if the projects are not completed.

In areas where minimum maintenance standards are not being met, the Town is open to liability/litigation.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting		\$300,000	\$309,000	\$318,000	\$327,000	\$339,000	\$1,455,000	\$3,048,000
Consulting/Engineering (CA/CI (7.5%))			\$23,175	\$23,850	\$24,525	\$25,425	\$109,125	\$206,100
Contingency (10%)		\$17,500	\$30,900	\$31,800	\$32,700	\$33,900	\$145,500	\$292,300
Internal Staff Charges (Engineering, Purchasing, Legal 10% )	\$15,000	\$30,000	\$30,900	\$31,800	\$32,700	\$33,900	\$145,500	\$319,800
EA/Studies (Evaluation & Recommendation)	\$75,000	\$15,000	\$15,500	\$15,900	\$16,400	\$17,000	\$53,800	\$208,600
Design/Engineering (Detailed Design)		\$75,000	\$77,300	\$79,500	\$81,800	\$84,800	\$268,600	\$667,000
<b>Total Capital Costs</b>	<b>\$90,000</b>	<b>\$437,500</b>	<b>\$486,775</b>	<b>\$500,850</b>	<b>\$515,125</b>	<b>\$534,025</b>	<b>\$2,177,525</b>	<b>\$4,741,800</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$90,000	\$437,500	\$486,775	\$500,850	\$515,125	\$534,025	\$2,177,525	\$4,741,800
<b>Total Capital Funding Sources</b>	<b>\$90,000</b>	<b>\$437,500</b>	<b>\$486,775</b>	<b>\$500,850</b>	<b>\$515,125</b>	<b>\$534,025</b>	<b>\$2,177,525</b>	<b>\$4,741,800</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS269  
**Project Name:** Reive Blvd & 3rd Line - Culvert Works  
**Timeline for Design:** 2019 Q2, 2019 Q3, 2019 Q4  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3, 2020 Q4

### Project Description

Replacement of a culvert and addition of steel beam guide rail on Reive Boulevard and replacement of a retaining wall and addition of steel beam guide rail for a culvert located on the 3rd Line.

Timing of the design is to be completed in 2019 and construction in the 2020.

### Project Justification

In accordance with Ontario Structure Inspection Manual (OSIM) inspection performed in 2016 and the report dated September 2016 prepared by R.J. Burnside, the following culvert works are required: Reive Blvd (C0702.2) - culvert replacement & guardrail and 3rd Line (C0703.1) - retaining wall replacement & guardrail.

Supports the following objectives in the Strategic Plan:

2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities

### Project Implications

Culvert and retaining wall will continue to deteriorate. Structure C0703.1 requires reinforcing. Lack of guard rail is a public safety concern.

If these culvert and retaining wall works are deferred it would lead to increased ongoing maintenance costs and increased capital costs to complete the required work at a future date.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting (2016 costs inflated to 2020)	\$650,000						\$650,000
Internal Staff Charges (Engineering, Purchasing, Legal (5%))	\$32,500						\$32,500
Design/Engineering (Design (10%))	\$65,000						\$65,000
Design/Engineering (Construction (7%))	\$45,500						\$45,500
<b>Total Capital Costs</b>	<b>\$793,000</b>						<b>\$793,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$793,000						\$793,000
<b>Total Capital Funding Sources</b>	<b>\$793,000</b>						<b>\$793,000</b>

**Other Information**

Q1 2019 - RFP & Award  
 Q2 & Q3 2019 - Design  
 Q1 2020 - Tender  
 Q2 2020 - Construction

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS274  
**Project Name:** Stormwater CCTV Inspections  
**Timeline for Project/Construction:** 2017 Q2, 2018 Q2

### Project Description

10-Year Closed Circuit Television Inspection (CCTV) program of stormwater pipe network (approximately 75km in length) in Fennell's Corners, Gilford, Churchill, Lefroy-Belle Ewart, Alcona, Innisfil Heights, Stroud, Sandy Cove and Big Bay Point. (Cookstown completed in 2018)

### Project Justification

The replacement cost of storm sewers and manholes across Innisfil is estimated at \$38,029,400 according to the January 2014 Asset Management Plan (AMP). The expected service life of storm sewers are approximately 75 years and the oldest pipes in the municipality have reached 30 years of age. In order to plan and coordinate replacement and maintenance of these assets, routine CCTV inspections on a rotating basis will provide operations, finance and engineering with detailed information on which pipes require immediate replacement versus those that can be planned for in the future.

This Project supports II2020 Strategic Community Plan objective 3.5.2

### Project Implications

This project is a determination of asset quantity and condition to plan for and coordinate repairs, replacement and maintenance required.

If not completed, Operations will not have the information required to properly maintain or forecast replacement and repairs of the storm water pipe network.

Capital Costs	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$62,000	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$615,473	\$1,208,387
<b>Total Capital Costs</b>	<b>\$62,000</b>	<b>\$100,000</b>	<b>\$103,000</b>	<b>\$106,090</b>	<b>\$109,273</b>	<b>\$112,551</b>	<b>\$615,473</b>	<b>\$1,208,387</b>

Capital Funding Sources	Prior Year(s)	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$62,000	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$615,473	\$1,208,387
<b>Total Capital Funding Sources</b>	<b>\$62,000</b>	<b>\$100,000</b>	<b>\$103,000</b>	<b>\$106,090</b>	<b>\$109,273</b>	<b>\$112,551</b>	<b>\$615,473</b>	<b>\$1,208,387</b>

**Other Information**

Should the Town receive a favourable bidding, additional funds at end of year are to be carried forward to next year to allow for additional inspections to be completed.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS276  
**Project Name:** 7th Line - 20th Sideroad to Lake Simcoe - Urbanization  
**Timeline for Design:** 2019 Q1, 2019 Q2, 2019 Q3, 2019 Q4

### Project Description

Schedule "C" Environmental Assessment was completed for this project.

- **TIMING:** commence with the design in 2019, as well as utility relocations and property acquisition to be completed in 2019/2020. Construction to commence in 2021.
- **LOCATION:** 7th Line - 20th Sideroad to Lake Simcoe urbanization AND 7th Line Yonge Street to 20th Sideroad Multi-use trail.
- **SCOPE:** design and construction of urbanization, 3.0 km length, 3 travel lanes between 20SR and Webster Blvd., 2 travel lanes east of Webster Blvd. AND intersection improvements. Project to include active transportation: multi-use trail from Yonge Street to St Johns Road and sidewalk on the south side of 7th Line starting west of the metrolinx tracks to Lamstone St. walkway. Naturalization of the portion of the Banks Creek and LID features are also required.
- **DELIVERABLE:** reconstruct the road with a new centerline elevation, a new asphalt pavement surface and a multi-use trail and concrete sidewalk. Improved health of the Creek.

### Project Justification

The improvements were determined by the EA, 2017 Roads Needs Study and 2018 TMP update. Project timing (construction) to be determined by remaining 7/8th Line charges to be collected.

The subject section of the 7th Line is quickly deterioration and identified high of the 2017 RNS for resurfacing. 7th Line is an arterial road, multiple development parcels are being developed around it, thus the reconstruction with the urbanization is crucial. The EA process allowed for a consultation with the public who voiced their support for the 7th Line improvements.

Advantages of urban cross-sections include:

- preventing vehicles from driving or parking on lawns
- directing rainfall to a storm sewer network and eliminating ditches, which take up space in the right-of-way and can be a nuisance
- allow pedestrian spaces, such as sidewalks, to be placed right at the edge of the roadway.

This project was included in the 2018 DC background study

This project supports the following Strategic Plan objectives:

- 2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities
- 1.1.3 Collaborate with developers to design, build, service and sustain the community we want.



**Project Implications**

Should this project not be completed, the Town's residents will have to await the road improvement of the 7th Line and with the increased traffic, the residents satisfaction with the Town services may decrease.

The Town committed to improvement by executing 7th/8th Line Agreement where the fees are collected from the developers being party to it in order to fund the improvements.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Roadwork)	\$10,979,687						\$10,979,687
Construction/Subcontracting (MUT)	\$1,020,313						\$1,020,313
Consulting/Engineering (15% Design/CA/CI (Roadwork))	\$2,058,691						\$2,058,691
Consulting/Engineering (15% Design/CA/CI (MUT))	\$191,309						\$191,309
Internal Staff Charges (5% (Roadwork))	\$686,230						\$686,230
Internal Staff Charges (5% (MUT))	\$63,770						\$63,770
<b>Total Capital Costs</b>	<b>\$15,000,000</b>						<b>\$15,000,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Roads DCA (90% DC Funded #35/36 pg. 174 - Roadway)	\$12,352,147						\$12,352,147
Oblig.RF-Roads DCA (55% DC Funded #52 pg. 175 - MUT)	\$701,466						\$701,466
Oblig.RF-7/8 Line Urbanization	\$1,946,387						\$1,946,387
<b>Total Capital Funding Sources</b>	<b>\$15,000,000</b>						<b>\$15,000,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance of 3.0 km of multi-use trail at \$3,211 per km			\$9,633	\$9,633	\$9,633
Maintenance of 1.0 km of sidewalk at \$3,211 per km			\$3,211	\$3,211	\$3,211
<b>Total Operating Budget Impact</b>			<b>\$12,844</b>	<b>\$12,844</b>	<b>\$12,844</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS282  
**Project Name:** Traffic Signal/Flasher/Beacon Condition Assessment

**Project Description**

This project will assess the condition of all traffic signals, cross-walks and flasher/beacons in order to identify long-term capital needs over a 10-year period and populate the current conditions into the long term asset management planning tool.

**Project Justification**

II2020 Strategic Community Plan objective 3.5.1 states that the Town will continue to develop effective asset management plans for all municipal capital assets. Condition assessment provides a list of 10-year capital needs for all traffic signals and flashers/beacons.

The municipality currently has 24 operating systems within the road network which have been installed over a 15 year +/- span of time and of which each system consist of various manufactures and and non standardized components.

**Project Implications**

Identification of each system and its related components.  
 Identification of each systems current condition and replacement needs.  
 Provide a replacement life cycle for the network based on condition and control needs.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering	\$30,000	\$50,000						\$80,000
<b>Total Capital Costs</b>	<b>\$30,000</b>	<b>\$50,000</b>						<b>\$80,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$30,000							\$30,000
Discr.RF-Capital		\$50,000						\$50,000
<b>Total Capital Funding Sources</b>	<b>\$30,000</b>	<b>\$50,000</b>						<b>\$80,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS288  
**Project Name:** 25th Sideroad, Big Bay Point Road to Mapleview Drive - Reconstruction & Active Transportation  
**Timeline for Design:** 2020 Q1, 2020 Q2, 2020 Q3, 2020 Q4, 2021 Q1, 2021 Q2, 2021 Q3, 2021 Q4

### Project Description

Location: The 25th Sideroad between Big Bay Point and Mapleview Drive.

Scope: Design, and Construction of:

- Reconstruction, Big Bay Point to Mapleview
- Multi-use path.

Deliverables: Full design (30%, 60%, 90% and final) and construction of reconstructed and trail.

Timing: Design 2020, construction 2021.

### Project Justification

Recommended in 2018 Transportation Master Plan and included in the Development Charges Background Study.

Connects to the following strategic priorities:

- 2.1.3: Proactively maintain roads to provide access, accommodate growth, and sustain communities
- 2.1.2: Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure
- 3.3.2: Develop an accessible system of connecting trails and walkways between communities.

### Project Implications

Should this project not be completed, this busy roadway will be unable to cope with future capacity needs, as well as not being resurfaced.

<b>Capital Costs</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (TMP Inflated Estimate (MUT))	\$261,840						\$261,840
Construction/Subcontracting (TMP Inflated Estimate (Roadwork))	\$3,677,040						\$3,677,040
Consulting/Engineering (15% Design, CA/CI (Roadwork))	\$689,445						\$689,445
Consulting/Engineering (15% Design, CA/CI (MUT))	\$49,095						\$49,095
Internal Staff Charges (5% (Roadwork))	\$229,815						\$229,815
Internal Staff Charges (5% (MUT))	\$16,365						\$16,365
<b>Total Capital Costs</b>	<b>\$4,923,600</b>						<b>\$4,923,600</b>

<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$1,969,440						\$1,969,440
Oblig.RF-Roads DCA (60% DC Funded #12 pg. 174 - Road)	\$2,757,780						\$2,757,780
Oblig.RF-Roads DCA (60% DC Funded #51 pg. 175 - MUT)	\$196,380						\$196,380
<b>Total Capital Funding Sources</b>	<b>\$4,923,600</b>						<b>\$4,923,600</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS309  
**Project Name:** 10th Line - Sandy Cove west settlement boundry to Purvis Street - EA/Urbanization/Active Transportation

### Project Description

Timing: commence with Municipal Class Environmental Assessment Study (EA) in 2020, with design for the full length of the project to commence in 2022.

Location: 10th Line:

- Sandy Cove west settlement boundary to Purvis Street (Class EA, with design as per EA recommendations)

Scope: EA, full Design, and Construction of asphalt roadway with 2 travel lanes, active transportation (sidewalk) and potential urbanized sections.

Deliverable: completed Class EA, design (30%, 60% 90%, final), and construction of a reconstructed road with a new asphalt pavement surface and a concrete sidewalk.

The Transportation Master Plan identifies this section of roadway for short term urbanization. The Class EA will recommend the preferred solution and the design concept.

### Project Justification

As recommended by 2018 Transportation Master Plan Update, projected increased growth (Belmac Estate Properties Inc.) in this area and increased traffic volumes will result in the need for reconstruction and urbanization of this roadway.

Completing an EA is a necessary, legal requirement which must be completed prior to the urbanization of the section of the 10th Line. The urbanization of the 10th Line is recommended in the 2018 Transportation Master Plan. Ongoing growth in Sandy Cove is expected to increase traffic and pedestrian pressures along this section of the 10th Line.

Advantages of urban cross-sections include:

- preventing vehicles from driving or parking on lawns
- directing rainfall to a storm sewer network and eliminating ditches, which take up space in the right-of-way and can be a nuisance
- allow pedestrian spaces, such as sidewalks, to be placed right at the edge of the roadway.

This project is included in the 2018 Development Charges Background Study.

This project supports the following strategic plan objectives:

- 1.1.3 Collaborate with developers to design, build, service and sustain the community we want.
- 2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities
- 2.1.2 Develop opportunities for enhanced active transit, including the creation of appropriate access paths and support infrastructure (connects to 2.5.3)
- 3.3.2 Develop an accessible system of connecting trails and walkways between communities (connects to 2.1.2)

### Project Implications

Should this project not be completed, the Town's residents will have to await the road improvement of the 10th Line and with the increased traffic, the residents satisfaction with the Town services may decrease.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Construction/Subcontracting (TMP Inflated Estimate)			\$13,375,120				\$13,375,120
Consulting/Engineering (15% (Design, CA, CI))			\$2,507,835				\$2,507,835
Internal Staff Charges (5% (Design and Construction))			\$835,945				\$835,945
Internal Staff Charges (15% EA)	\$130,800						\$130,800
EA/Studies (TMP Inflated Estimate)	\$741,200						\$741,200
<b>Total Capital Costs</b>	<b>\$872,000</b>		<b>\$16,718,900</b>				<b>\$17,590,900</b>

Capital Funding Sources	2020	2021	2022	2023	2024	Beyond	Total
ARS	\$87,200		\$1,671,890				\$1,759,090
Oblig.RF-Roads DCA (90% DC Funded #9/10/11 pg. 174)	\$784,800		\$15,047,010				\$15,831,810
<b>Total Capital Funding Sources</b>	<b>\$872,000</b>		<b>\$16,718,900</b>				<b>\$17,590,900</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Maintenance of 2.0 km of sidewalk at cost \$3,211/km - both sides	\$12,844	\$12,844	\$12,844	\$12,844	\$12,844
<b>Total Operating Budget Impact</b>	<b>\$12,844</b>	<b>\$12,844</b>	<b>\$12,844</b>	<b>\$12,844</b>	<b>\$12,844</b>

**Other Information**

Section between Sandy Cove west settlement boundary and Purvis Drive is identified as "Short Term" in the Transportation Master Plan.

Road classified as: Local - between 25th Sideroad & Purvis Street.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS324  
**Project Name:** Storm Water Inspection Camera

**Project Description**

Purchase of Storm Water Inspection Camera.

**Project Justification**

Purchase of Telescoping Pole Mounted Camera for inspecting Storm water pipes and related infrastructure.

Tool can not only be used for inspection during maintenance practices but also used in determining blockages in Storm Pipe, Culverts, underground outlet structures, storm pond outlets and laterals.

Unit is required to address the new and increased infrastructure associated with new developments and subdivisions coming on line and being assumed and this unit was included in the most recent DC background study.

Currently, Operations does not have these tools available and when issues arise, third party contractors are relied upon for completing inspections and/or the service team needs to rent the equipment subject to availability in order to maintain the existing infrastructure. With the forecasted additional growth, this device is necessary to complete regular and proactive inspections before deficiencies and or problems arise.

It should be noted that when situation come to light where an immediate inspection is required, it is usually as a result of a system failure impacting infrastructure and residential properties.

**Project Implications**

Response time delays.  
 Rental cost implications.  
 Delays waiting for contractors during Storm system failures and backup and extended service disruption.

Capital Costs	2020	2021	2022	2023	2024	Beyond	Total
Equipment/Fleet (Inspection Camera)	\$24,150						\$24,150
<b>Total Capital Costs</b>	<b>\$24,150</b>						<b>\$24,150</b>



<b>Capital Funding Sources</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$2,415						\$2,415
Oblig.RF-Roads DCA (Future DC's estimated 90% eligible)	\$21,735						\$21,735
<b>Total Capital Funding Sources</b>	<b>\$24,150</b>						<b>\$24,150</b>

<b>Net Annual Operating Budget Impact</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Rental Fees	-\$750	-\$750	-\$750	-\$1,000	-\$1,000
<b>Total Operating Budget Impact</b>	<b>-\$750</b>	<b>-\$750</b>	<b>-\$750</b>	<b>-\$1,000</b>	<b>-\$1,000</b>

#### **Other Information**

Unit is designed as a specific tool for Storm-sewer inspections and monitoring. Various manufactures and styles are available on the market today which allow inspection, photographs and videos of the internal infrastructure to be taken and viewed.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS328  
**Project Name:** Operations Security Fencing  
**Timeline for Project/Construction:** 2019 Q2, 2019 Q3

### Project Description

Operations Center/Salt Management Facility Security Fencing.

### Project Justification

With the continual growth and advancements of the Town's overall campus, an increasing amount of users, visitors and pedestrians are present on the campus. Campus attributes such as walking trails allow these types of users and groups to become closer and closer to municipal operations, assets and infrastructure.

The Operations Center, Salt Management Facility and operations yard is currently accessed via a common roadway from Younge St. with controlled access at a singular location via automatic gates. Although currently under video surveillance at 16 different locations/views, the remainder of the entire work site is wide open to access as it is currently not fenced.

As Town campus is becoming more utilized by users groups, pedestrian walking trails, sporting events and community events, the occurrence of people accessing this work area is becoming more regular. Operations has experienced activities taking place during both Operating Hours and after-hours including;

- Dog Walking
- Children playing of granular material stockpiles
- Skateboarding
- Jogging and Running activities
- Illegal dumping of debris and hazardous waste
- Pedestrian Walking

Installation of a Security Chain Link fence around the perimeter of the Operations Center and Salt Management Facility are required in order to;

- Provide Security to Municipal Infrastructure.
- Provide Security to Municipal assets, fleet and stock materials.
- Provide a safe work environment for municipal staff and ensure health and safety of both workers and pedestrians.
- Distinguish visual delineation between safe use areas and areas of active ongoing operations.

### Project Implications

Unauthorized access to the operations yard will continue until the facility is adequately secured, activities as outlined in the project description can be expected to continue along with the associated risks of public access into a working zone.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$96,500						\$96,500
<b>Total Capital Costs</b>	<b>\$96,500</b>						<b>\$96,500</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$48,250						\$48,250
Oblig.RF-P.Works DCA (50% DC Funded Post Period 5.1.3 pg. 141)	\$48,250						\$48,250
<b>Total Capital Funding Sources</b>	<b>\$96,500</b>						<b>\$96,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Maintenance				\$500	\$500
<b>Total Operating Budget Impact</b>				<b>\$500</b>	<b>\$500</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS334  
**Project Name:** Operations Fleet Electric Charging Station  
**Timeline for Project/Construction:** 2019 Q2

**Project Description**  
 Operations Electric Vehicle Charging Station

**Project Justification**  
 As the municipal fleet grows with an environmentally sustainable approach, charging stations for electric municipal vehicles will be required to charge Municipal Fleet within the Operations Service Area.  
  
 Funds shown under this capital project allow for three, dual wand stations to be purchased and installed along with all associated costs to connect to the existing building power.  
  
 This project is required in order to provide charging capacity of municipal vehicles at Operations which have been placed in the 2019 Capital Budget.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Equipment/Fleet (Vehicle Charging Station)	\$34,000						\$34,000
<b>Total Capital Costs</b>	<b>\$34,000</b>						<b>\$34,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
ARS	\$3,400						\$3,400
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.43 pg. 157)	\$30,600						\$30,600
<b>Total Capital Funding Sources</b>	<b>\$34,000</b>						<b>\$34,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS337  
**Project Name:** Raynor Court- Laneway Reconstruction  
**Timeline for Design:** 2019 Q2, 2019 Q3, 2019 Q4  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3, 2020 Q4

### Project Description

To design and reconstruct a small gravel section of Raynor court that is currently utilized by four residents but not maintained by the Town, previously a private block.

This project will include storm sewer, curb & gutter, brush/tree removal, and asphalt.

Should be one way road due to close proximity to intersection.

### Project Justification

Currently the gravel Laneway has been treated as an upended road and is currently not being maintained, however it is Town owned. In order for Operations to properly maintain it Capital works would be required to bring the road up to a suitable condition.

### Project Implications

By not completing this project we are not inline with the following Strategic Priorities:

2.1.3- Proactively maintain roads to provide access, accommodate growth and sustain communities.

3.5.2 Develop focused and relevant criteria for ensuring the responsible sustainment of municipal capital assets.

3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$355,000						\$355,000
Internal Staff Charges (Design/Engineering (Construction (7%))	\$24,850						\$24,850
Design/Engineering (Design (15%))	\$53,250						\$53,250
Design/Engineering (Construction (7%))	\$24,850						\$24,850
<b>Total Capital Costs</b>	<b>\$457,950</b>						<b>\$457,950</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$457,950						\$457,950
<b>Total Capital Funding Sources</b>	<b>\$457,950</b>						<b>\$457,950</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Cost per KM of Hard Surface Roads Maintained		\$600	\$600	\$700	\$700
<b>Total Operating Budget Impact</b>		<b>\$600</b>	<b>\$600</b>	<b>\$700</b>	<b>\$700</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS343  
**Project Name:** LED Streetlight Retrofit Program

### Project Description

This Project is to Retrofit the remaining High Pressure Sodium (HPS) lights within the Town of Innisfil to light-emitting diode (LED).

Retrofit program history:

- In 2015, the cobrahead streetlights were retrofitted in the Town of Innisfil
- In 2017 the Town retrofitted post top lights in Stroud, Churchill, and Stroud
- In 2018 an Audit Report was completed by RealTerm Energy identifying the remaining HPS and the costs to complete the retrofit.

Since the initial retrofit in 2015, the Town has seen a savings of approximately \$50 annually per streetlight in hydro.

There are still a significant amount of lights that are not LED the general locations are as follows:

- Innisfil Beach Road east of 20th Sideroad
- In parks
- In parking lots
- On streets with heritage type fixtures

### Project Justification

To generate further savings in annual hydro costs and replace some lights that are getting close to the end of their life cycle.

This project supports the following strategic plan objectives:

- 3.5.3 - Ensure maximum utilization, relevance and value of existing infrastructure before investing in the development of new infrastructure.
- 3.4.3 Promote environmental responsibility throughout the community

### Project Implications

Any remaining lights not retrofitted would continue to stay at the same rates.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Materials	\$320,000	\$339,200	\$348,800	\$361,600	\$371,200		\$1,740,800
Internal Staff Charges (Engineering, Purchasing, Legal (5%))	\$16,000	\$16,960	\$17,440	\$18,080	\$18,560		\$87,040
<b>Total Capital Costs</b>	<b>\$336,000</b>	<b>\$356,160</b>	<b>\$366,240</b>	<b>\$379,680</b>	<b>\$389,760</b>		<b>\$1,827,840</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$336,000	\$356,160	\$366,240	\$379,680	\$389,760		\$1,827,840
<b>Total Capital Funding Sources</b>	<b>\$336,000</b>	<b>\$356,160</b>	<b>\$366,240</b>	<b>\$379,680</b>	<b>\$389,760</b>		<b>\$1,827,840</b>

#### **Other Information**

Since the 2015 retrofit program Finance has decreased the Operational budget based on actual hydro rates from the LED Retrofit program, an annual average of \$50 per streetlight. As the program is implemented, finance will continue to decrease the Operational budget for existing Streetlights.



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS349  
**Project Name:** Road Rehabilitation Program

### Project Description

Location: Various locations throughout the Town as directed by the 2018 Roads Needs Study.

Scope: Complete design and construction of road paving, including resurfacing of paved roads and asphalt overlay of gravel roads. Review against ongoing servicing and development work to avoid conflicts. Costs are lower in 2019 than later years due to some roads recommended for 2019 already being in design or construction in 2018 (see 2017/2018 Capital Budget). 2019 Budget includes drainage improvements along 9th Line from Ralph to Lake Simcoe.

Deliverables: Complete design and construction of the roads selected for improvement.

Some identified priorities of this plan are:

- King Street South, Hamilton Street to south boundary of Town jurisdiction
- Killarney Beach Road, Front Street to Ferrier Avenue
- Killarney Beach Road, Ewart Street to Harbour Street
- 9th Line, Ralph Street to Lake Simcoe
- Killarney Beach Road, 20th Sideroad to Hofland Street
- Hofland Street, Killarney Beach Road to 0.08 km South
- 20th Sideroad, Innisfil Beach Road to Big Bay Point Road
- Dufferin Street, Queen Street to Selby Street
- Empress Lane, Selby Street to Victoria Street
- Dufferin Street, Selby Street to Victoria Street
- Garibaldi Street, George Street to Centre Street
- Selby Street, Empress Lane to King Street South
- Evelyn Street, Victoria Street to 0.2 km South
- 9th Line, 10th Sideroad to Metrolinx Crossing
- 9th Line, Bowman Street to Industrial Park Road

### Project Justification

Resurfacing is an important part of the maintenance of any asphalt road network. As discussed in the Roads Needs Study, "Asphalt surfaces are the smoothest and most durable hard top surface used by the Town, however, they are also the most expensive. Asphalt provides a constant, acceptable condition for the initial portion of its service life but then begins to deteriorate rapidly as it ages. Surface defects such as cracking and raveling are the first signs of the deterioration. If left untreated, the pavement will rapidly deteriorate to the point where reconstruction is the only option. A preservation management strategy can mitigate this by applying renewal treatments earlier in the pavements life before the conditions begin to deteriorate too far."

**Project Implications**

Should the Town not undertake this project, the road network will continue to deteriorate.

If works within this program are deferred, there will be increased maintenance costs in the meantime and increased capital costs to complete the work at a later date.

<b>Capital Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$3,051,700	\$7,313,000	\$7,526,000	\$7,739,000	\$8,023,000	\$43,949,000	\$77,601,700
Consulting/Engineering (CA, CI (including some performed by staff) - 7%)	\$213,500	\$511,910	\$526,820	\$541,730	\$561,610	\$3,076,430	\$5,432,000
Internal Staff Charges (Other Staff time - engineering, legal, operations, etc. - 6%)	\$183,102	\$438,780	\$451,560	\$464,340	\$481,380	\$2,636,940	\$4,656,102
Design/Engineering (7% )	\$511,910	\$526,820	\$541,730	\$561,610	\$576,520	\$3,165,890	\$5,884,480
<b>Total Capital Costs</b>	<b>\$3,960,212</b>	<b>\$8,790,510</b>	<b>\$9,046,110</b>	<b>\$9,306,680</b>	<b>\$9,642,510</b>	<b>\$52,828,260</b>	<b>\$93,574,282</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Gas Tax Revenue	\$1,626,000	\$1,097,000	\$1,157,000	\$1,167,000	\$1,197,000	\$6,065,000	\$12,309,000
Discr.RF-Capital	\$1,152,206	\$6,535,143	\$6,730,743	\$6,981,313	\$7,287,143	\$40,971,425	\$69,657,973
Grants - Provincial (OCIF)	\$1,182,006	\$1,158,367	\$1,158,367	\$1,158,367	\$1,158,367	\$5,791,835	\$11,607,309
<b>Total Capital Funding Sources</b>	<b>\$3,960,212</b>	<b>\$8,790,510</b>	<b>\$9,046,110</b>	<b>\$9,306,680</b>	<b>\$9,642,510</b>	<b>\$52,828,260</b>	<b>\$93,574,282</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS350  
**Project Name:** 7th Line Improvements, Yonge Street to 10th Sideroad  
**Timeline for Design:** 2019 Q1, 2019 Q2, 2019 Q3, 2019 Q4  
**Timeline for Project/Construction:** 2020 Q2, 2020 Q3, 2020 Q4

### Project Description

Location: the 7th Line, between Yonge Street and the 10th Sideroad.

Scope: Design and Construction of improvements as selected by the 2018 7th Line, Yonge Street to 10th Sideroad Municipal Class Environmental Assessment Study

Deliverables: Complete design and construction of the preferred alternative.

### Project Justification

The Project will implement the recommendations of the Municipal Class EA. The EA will determine the extent, nature, and scope of the works.

This project has been included in the 2018 DC Background Study.

This project supports the following objectives of the strategic plan:

2.1.3 - Proactively maintain roads to provide access, accommodate growth and sustain communities

### Project Implications

Should the Town not undertake this project, the road section will remain closed to traffic.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting (TMP Inflated Estimate)	\$4,680,311						\$4,680,311
Consulting/Engineering (15% (Design/CA/CI))	\$877,558						\$877,558
Internal Staff Charges (5%)	\$292,519						\$292,519
<b>Total Capital Costs</b>	<b>\$5,850,388</b>						<b>\$5,850,388</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Roads DCA (25% DC Funded #33 pg. 174)	\$1,462,597						\$1,462,597
Oblig.RF-7/8 Line Urbanization	\$4,387,791						\$4,387,791
<b>Total Capital Funding Sources</b>	<b>\$5,850,388</b>						<b>\$5,850,388</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS351  
**Project Name:** Ireton Street Retaining Wall Replacement  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Retaining Wall Replacement, Ireton St.

**Project Justification**  
 During the reconstruction of Ireton St during the late 90's, a retaining wall was constructed along the sidewalk to act as a barrier for the grade separation between the sidewalk itself and the adjacent private properties.  
  
 Given that the wall was of wooden construction, the materials have now failed and the wall is collapsing to a point that is now a safety issue.  
  
 This project is align with Strategic Plan Objectives 3.5.3

**Project Implications**  
 If not corrected and replaced, this could lead to civil legal issues, increased liability and risk for users and private owners of adjoining property. Erosion and washouts could impact the sidewalk and require its closure until addressed/repaired.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$34,000						\$34,000
<b>Total Capital Costs</b>	<b>\$34,000</b>						<b>\$34,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$34,000						\$34,000
<b>Total Capital Funding Sources</b>	<b>\$34,000</b>						<b>\$34,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS352  
**Project Name:** Acoustical Fence Replacement - Leslie Street  
**Timeline for Project/Construction:** 2019 Q3

**Project Description**  
 Replacement of Acoustical Fence on Leslie Street.

**Project Justification**  
 The existing acoustical fences along Leslie St. from 25th Sideroad to Willard have been in place for many years and has deteriorated to a condition which is no longer acceptable.  
  
 These fences are located on Municipal property immediately adjacent to the property lines and serve as the main separation and noise control barrier between the roadway, sidewalk and private properties. The fence sections are currently in a state of disrepair that may pose a danger to the roadway/sidewalk users and/or collapse onto private properties if not addressed in 2019.  
  
 This project would be to replace the three existing sections and update them to current standards.

**Project Implications**  
 Current Operating Budget allocations do not allow for replacement of fences, only minor maintenance therefore the potential for further failures in the fence structure will cause higher risks for users.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Construction/Subcontracting	\$210,000						\$210,000
<b>Total Capital Costs</b>	<b>\$210,000</b>						<b>\$210,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$210,000						\$210,000
<b>Total Capital Funding Sources</b>	<b>\$210,000</b>						<b>\$210,000</b>

**Other Information**

No operating budget impacts have been shown as currently Operations carries limited funds(\$1000) within the Operating budget for repairs or maintenance of fences.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS354  
**Project Name:** Traffic Calming: Radar Speed Signs  
**Timeline for Project/Construction:** 2019 Q2, 2019 Q3, 2019 Q4

**Project Description**  
 Location: Throughout the Town.  
 Scope: Purchase additional trailer-mounted and/or pole-mounted radar speed signs to use throughout the Town.  
 Timing: Procurement Q1 2019 for deployment beginning no later than Q3, 2019.

**Project Justification**  
 Radar Speed Signs form an important and popular part of the Town's Traffic Safety initiatives. The Town's Traffic Calming Policy, Policy CP.09-13-13, identifies Radar Speed Signs as the first response to any speeding or traffic calming complaint or inquiry, and permits Staff to place these signs at any location which is the subject of a complaint. Aside from displaying to drivers their speed, the signs also permit the collection of various forms of data, including 85th percentile speeds, which are used in various traffic calming and signage warrants.  
 The Town currently owns only 2 portable, trailer-mounted radar speed signs, which are deployed together (so that one sign is facing drivers in each direction). The waiting list for these signs is months long, with residents having to wait up to a year for the signs to be placed at any given location. The signs have proven popular among residents and Staff alike, both for their positive effect on safety and the ease with which they can collect data.

**Project Implications**  
 Failing to purchase the signs would limit the locations where radar speed signs can be placed, increasing the already substantial waiting list.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Equipment/Fleet (Radar signs)	\$40,000						\$40,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

Capital Funding Sources	2019	2020	2021	2022	2023	Beyond	Total
Discr.RF-Capital	\$40,000						\$40,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>



<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Data collection and sign repositioning	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<b>Total Operating Budget Impact</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>

**Other Information**

Funds will permit for purchase of up to 4 trailer-mounted signs or up to eight pole-mounted signs.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS363  
**Project Name:** Traffic Calming Measure Improvements

**Project Description**

Creation of made-in-Innisfil strategy to address traffic calming and traffic safety needs on a town-wide basis. The scope of the project may include the following:

- Review and revision of existing Town Standards and Policies related to traffic safety including those found in the 2018 Transportation Master Plan and the 2018 Town of Innisfil Engineering Standards
- Data analysis to identify specific areas of concern - available data includes customer service inquiries, South Simcoe Police, motor vehicle accident reports, radar speed sign data
- Review of standards, policies and strategies from other jurisdictions
- Review of existing best practices
- Research new and emerging traffic calming and safety technologies and techniques including red light cameras
- Public outreach to gather information regarding the communitys concerns and preferences
- Public education
- Creating a holistic vision, outlined in a document or series of documents, to express the Towns philosophy towards traffic calming and safety, including but not limited to policies, procedures, and prioritization methodologies
- Development of a prioritized list of proposed projects to be considered for future capital and/or operating budgets
- With the approval of Council, implementation of traffic calming and safety works as recommended by the School Zone/Traffic Safety Advisory Committee

**Project Justification**

The project will result in the creation of made-in-Innisfil strategy to address traffic calming and traffic safety needs on a town-wide basis and will provide available funding for implementation of works recommended by the School Zone/Traffic Safety Advisory Committee and approved by Council.

**Project Implications**

Staff would continue to review traffic safety and traffic calming concerns/requests on a case to case basis using existing policies, standards, etc. Additionally, there would be no specific funding available for traffic calming or traffic safety works recommended by the School Zone/Traffic Safety Advisory Committee.

Capital Costs	2019	2020	2021	2022	2023	Beyond	Total
Materials (Pavement Markings, Signage, etc.)	\$75,000	\$100,000					\$175,000
Consulting/Engineering (Consulting/Engineering for Strategy)	\$25,000						\$25,000
<b>Total Capital Costs</b>	<b>\$100,000</b>	<b>\$100,000</b>					<b>\$200,000</b>

<b>Capital Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$100,000	\$100,000					\$200,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>	<b>\$100,000</b>					<b>\$200,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDSOT4  
**Project Name:** Streetlight Program

**Project Description**

The design and installation of new/additional LED streetlight where there is currently no streetlights, at intersections, and in residential areas.

The project is a coordinated effort between the Town of Innisfil and Innpower.

To prioritize, the intersections will be top priority due to traffic volume and to improve visibility. For residential areas the Town will prioritize new streetlights in areas where Innpower poles also require replacement.

The intent is to ultimately illuminate all urbanized residential roads and rural intersections.

**Project Justification**

The Town receives many inquiries requesting addition lights at intersections and in residential areas where they currently don't exist. It has been proven that the installation of street lights improve the safety and reduces accidents.

**Project Implications**

Not installing the lights can leave these areas vulnerable to theft and additional accidents could occur.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$285,000		\$85,000		\$96,100		\$323,100	\$789,200
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$10,000		\$8,500		\$9,610		\$32,310	\$60,420
Design/Engineering (Electrical Engineering (10%))	\$5,000		\$8,500		\$9,610		\$32,310	\$55,420
<b>Total Capital Costs</b>	<b>\$300,000</b>		<b>\$102,000</b>		<b>\$115,320</b>		<b>\$387,720</b>	<b>\$905,040</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$300,000		\$102,000		\$115,320		\$387,720	\$905,040
<b>Total Capital Funding Sources</b>	<b>\$300,000</b>		<b>\$102,000</b>		<b>\$115,320</b>		<b>\$387,720</b>	<b>\$905,040</b>

<b>Net Annual Operating Budget Impact</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Hydro			\$6,250	\$6,250	\$12,500
<b>Total Operating Budget Impact</b>			<b>\$6,250</b>	<b>\$6,250</b>	<b>\$12,500</b>

**Other Information**

Should the Town receive a favourable bidding, additional funds at year end are to be carried forward to next year to allow for additional residential streetlights to be installed.

Inpower requirements to accommodate NEW streetlights:

- May require additional transformers, wires
- Additional poles maybe required where photometric design requires more lighting than there is existing poles
- Existing poles may need to be replaced due to poor condition and or spacing standards are not met.



# Appendix A: Service Based Budget Capital Tables



# Projects: Asset Management

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
PKS208 Buildings Designated Substances Survey	100,000	-	100,000	-	\$ 100,000
PKS340 Building Condition Assessments	200,000	-	200,000	-	\$ 200,000
<b>Total Parks Projects</b>	<b>300,000</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>\$ 300,000</b>
<b>Total Renewal Projects</b>	<b>300,000</b>	<b>-</b>	<b>300,000</b>	<b>-</b>	<b>\$ 300,000</b>
<b>Growth</b>					
ADM34 Fleet Strategic Analysis Plan	75,000	-	75,000	-	\$ 75,000
<b>Total Administration Projects</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>\$ 75,000</b>
PLN77 Climate Change Implementation Review	-	-	-	40,000	\$ 40,000
<b>Total Planning Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>\$ 40,000</b>
<b>Total Growth Projects</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>	<b>40,000</b>	<b>\$ 115,000</b>
<b>Total Asset Management</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 40,000</b>	<b>\$ 415,000</b>

# Projects: Communications & Community Engagement

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Growth</b>					
PLN50 Technology Implementation Policies	-	-	-	35,000	\$ 35,000
<b>Total Planning Projects</b>	-	-	-	<b>35,000</b>	<b>\$ 35,000</b>
<b>Total Growth Projects</b>	-	-	-	<b>35,000</b>	<b>\$ 35,000</b>
<b>Total Communications &amp; Community Engagement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>



# Projects: Community Hubs

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
LIB37 Cookstown Facility Assessment & Repairs	25,000	100,000	125,000	-	\$ 125,000
LIB46 Cookstown Partition Wall/Doors Replacement	44,000	-	44,000	-	\$ 44,000
LIB49 Lakeshore Facility Assessment & Repairs	-	-	-	150,000	\$ 150,000
LIB52 Replacement Furnishings	-	-	-	50,000	\$ 50,000
<b>Total Library Projects</b>	<b>69,000</b>	<b>100,000</b>	<b>169,000</b>	<b>200,000</b>	<b>\$ 369,000</b>
PKS135 Lefroy Arena Redevelopment	-	-	-	17,706,000	\$ 17,706,000
PKS141 Innisfil Recreation Centre Sports Field Irrigation Replacement	-	-	-	172,000	\$ 172,000
PKS185 Town Hall Masonry Repointing	15,625	-	15,625	-	\$ 15,625
PKS189 Town Hall Pedestrian Paving Repairs	23,225	-	23,225	-	\$ 23,225
PKS202 Innisfil Beach Park Lakeside Pavilion Building Maintenance	-	-	-	15,000	\$ 15,000
PKS205 Innisfil Beach Park Garage Office Building Maintenance	-	-	-	39,500	\$ 39,500
PKS207 Innisfil Beach Park West Pavilion Building Maintenance	-	-	-	53,800	\$ 53,800
PKS231 Churchill Community Centre Interior Facility Maintenance	-	22,500	22,500	-	\$ 22,500
PKS233 Cookstown Quonset Hut Building Maintenance	49,875	-	49,875	-	\$ 49,875
PKS237 Cookstown Theatre Roof and Exterior Siding Replacement	-	31,250	31,250	-	\$ 31,250

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PKS238 Cookstown Theatre Interior Painting	-	16,250	16,250	-	\$ 16,250
PKS240 Innisfil Beach Park Lakeside Pavilion Roof Repairs	-	-	-	49,000	\$ 49,000
PKS243 Innisfil Beach Park Gatehouse Window Replacement	-	-	-	10,000	\$ 10,000
PKS248 Innisfil Beach Park Lakeside Pavilion Washroom Plumbing Fixtures Repl.	-	-	-	35,000	\$ 35,000
PKS275 Innisfil Beach Park Snack Bar Window Replacement	-	-	-	15,625	\$ 15,625
PKS279 Innisfil Beach Park West Pavilion Roof Repairs	-	-	-	49,000	\$ 49,000
PKS281 Innisfil Recreation Centre Replacement of Window Sealants/deficiencies	-	94,000	94,000	-	\$ 94,000
PKS282 Innisfil Recreational Centre Repair Exterior Doors/Overhead Doors	-	-	-	18,750	\$ 18,750
PKS286 Innisfil Recreational Centre Floor Repairs	-	-	-	138,900	\$ 138,900
PKS291 Innisfil Recreational Centre Interior Facility Painting	-	125,000	125,000	-	\$ 125,000
PKS300 Lefroy Arena Parking Lot Repair and Reseal	-	-	-	77,000	\$ 77,000
PKS315 Town Hall Roof Repairs	-	-	-	70,625	\$ 70,625
PKS316 Town Hall Paint Wall Covering Upgrades	-	-	-	195,000	\$ 195,000
PKS317 Town Hall Carpet Replacement	-	-	-	96,350	\$ 96,350
PKS318 Town Hall Concrete Floor Refinishing	-	-	-	12,000	\$ 12,000
PKS348 Innisfil Recreational Centre North Parking Lot Repairs	916,892	-	916,892	-	\$ 916,892
PKS366 Knock Community Centre Parking Lot Surface Sealing	-	-	-	40,000	\$ 40,000

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PKS375 Innisfil Recreation Complex Roadway Upgrades and Replacements	-	-	-	200,000	\$ 200,000
<b>Total Parks Projects</b>	<b>1,005,617</b>	<b>289,000</b>	<b>1,294,617</b>	<b>18,993,550</b>	<b>\$ 20,288,167</b>
<b>Total Renewal Projects</b>	<b>1,074,617</b>	<b>389,000</b>	<b>1,463,617</b>	<b>19,193,550</b>	<b>\$ 20,657,167</b>
<b>Growth</b>					
ADM35 EV Chargers	-	-	-	161,200	\$ 161,200
<b>Total Administration Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>161,200</b>	<b>\$ 161,200</b>
<b>Total Growth Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>161,200</b>	<b>\$ 161,200</b>
<b>Enhancement</b>					
LIB50 Shade Sails at Cookstown Branch	35,000	-	35,000	-	\$ 35,000
<b>Total Library Projects</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>\$ 35,000</b>
<b>Total Enhancement Projects</b>	<b>35,000</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>\$ 35,000</b>
<b>Total Community Hubs</b>	<b>\$ 1,109,617</b>	<b>\$ 389,000</b>	<b>\$ 1,498,617</b>	<b>\$ 19,354,750</b>	<b>\$ 20,853,367</b>

# Projects: Community Programming & Activities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Growth</b>					
IT145 Outfit 2019 SLC - IT Equipment & Signage	12,000	-	12,000	-	\$ 12,000
<b>Total Information Technology Projects</b>	<b>12,000</b>	<b>-</b>	<b>12,000</b>	<b>-</b>	<b>\$ 12,000</b>
LIB65 Marketing Kiosks	-	104,170	104,170	-	\$ 104,170
LIB66 Mobile Outreach Unit (InnMotion)	-	78,000	78,000	-	\$ 78,000
<b>Total Library Projects</b>	<b>-</b>	<b>182,170</b>	<b>182,170</b>	<b>-</b>	<b>\$ 182,170</b>
PLN60 Age-Friendly Community Action and Implementation Plan	-	-	-	45,000	\$ 45,000
<b>Total Planning Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,000</b>	<b>\$ 45,000</b>
<b>Total Growth Projects</b>	<b>12,000</b>	<b>182,170</b>	<b>194,170</b>	<b>45,000</b>	<b>\$ 239,170</b>
<b>Total Community Programming &amp; Activities</b>	<b>\$ 12,000</b>	<b>\$ 182,170</b>	<b>\$ 194,170</b>	<b>\$ 45,000</b>	<b>\$ 239,170</b>

# Projects: Community Prosperity

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FLT378 Replace SUV Unit# 16-83 - Leisure Services	-	-	-	52,500	\$ 52,500
<b>Total Fleet Projects</b>	-	-	-	<b>52,500</b>	<b>\$ 52,500</b>
<b>Total Renewal Projects</b>	-	-	-	<b>52,500</b>	<b>\$ 52,500</b>
<b>Growth</b>					
PLN63 Employment Lands Policy Review	-	-	-	120,000	\$ 120,000
<b>Total Planning Projects</b>	-	-	-	<b>120,000</b>	<b>\$ 120,000</b>
<b>Total Growth Projects</b>	-	-	-	<b>120,000</b>	<b>\$ 120,000</b>
<b>Total Community Prosperity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 172,500</b>	<b>\$ 172,500</b>

# Projects: Community Standards

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FLT366 Replace *CDSB Fleet Unit 07-59	33,200	-	33,200	-	\$ 33,200
FLT367 Replace *CDSB Fleet unit 08-50	33,200	-	33,200	-	\$ 33,200
<b>Total Fleet Projects</b>	<b>66,400</b>	<b>-</b>	<b>66,400</b>	<b>-</b>	<b>\$ 66,400</b>
<b>Total Renewal Projects</b>	<b>66,400</b>	<b>-</b>	<b>66,400</b>	<b>-</b>	<b>\$ 66,400</b>
<b>Total Community Standards</b>	<b>\$ 66,400</b>	<b>\$ -</b>	<b>\$ 66,400</b>	<b>\$ -</b>	<b>\$ 66,400</b>

\* CDSB represents Community Developments Standards Branch

# Projects: Corporate Management

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Growth</b>					
ADM10 Inspiring Innisfil 2020 - Initiative	100,000	20,000	120,000	320,000	\$ 440,000
<b>Total Administration Projects</b>	<b>100,000</b>	<b>20,000</b>	<b>120,000</b>	<b>320,000</b>	<b>\$ 440,000</b>
<b>Total Growth Projects</b>	<b>100,000</b>	<b>20,000</b>	<b>120,000</b>	<b>320,000</b>	<b>\$ 440,000</b>
<b>Total Corporate Management</b>	<b>\$ 100,000</b>	<b>\$ 20,000</b>	<b>\$ 120,000</b>	<b>\$ 320,000</b>	<b>\$ 440,000</b>

# Projects: Financial Management

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Growth</b>					
ADM20 Update Development Charges Background Study	-	-	-	230,000	\$ 230,000
<b>Total Administration Projects</b>	-	-	-	<b>230,000</b>	<b>\$ 230,000</b>
<b>Total Growth Projects</b>	-	-	-	<b>230,000</b>	<b>\$ 230,000</b>
<b>Total Financial Management</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 230,000</b>	<b>\$ 230,000</b>



# Projects: Fire Protection

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FIRE2 Volunteer Firefighter Bunker Gear	21,000	21,000	42,000	105,000	\$ 147,000
FIRE48 Bunker Gear Extractor (Washing) Machine	22,500	-	22,500	-	\$ 22,500
FIRE56 Self Contained Breathing Apparatus	-	-	-	600,000	\$ 600,000
<b>Total Fire Projects</b>	<b>43,500</b>	<b>21,000</b>	<b>64,500</b>	<b>705,000</b>	<b>\$ 769,500</b>
FLT235 Replacement Fire Tanker 3 Unit 07-169	-	-	-	450,000	\$ 450,000
FLT253 Replacement Fire Pumper 2 Unit 06-166	-	-	-	530,000	\$ 530,000
FLT254 Replacement Fire Pumper 4 Unit 07-167	-	-	-	530,000	\$ 530,000
FLT255 Replacement Fire Pumper 1 Unit 09-172	-	-	-	530,000	\$ 530,000
FLT287 Replacement Fire Safety/Education Trailer	-	-	-	75,000	\$ 75,000
FLT288 Replacement Fire Car 3 Unit 14-179	-	-	-	55,000	\$ 55,000
FLT289 Replacement Fire Car 2 Unit 15-181	-	-	-	55,000	\$ 55,000
FLT291 Replacement Fire Utility 3 Unit 12-175	-	-	-	55,000	\$ 55,000
FLT292 Replacement Fire Prevention Vehicle Unit 16-170	-	-	-	55,000	\$ 55,000
FLT293 Replacement Fire Utility 2 Unit 14-180	-	-	-	55,000	\$ 55,000
FLT294 Replacement Fire Car 4 Unit 13-177	-	-	-	55,000	\$ 55,000
FLT295 Replacement Fire Aerial Truck Unit 11-173	-	-	-	1,550,000	\$ 1,550,000
<b>Total Fleet Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,995,000</b>	<b>\$ 3,995,000</b>
<b>Total Renewal Projects</b>	<b>43,500</b>	<b>21,000</b>	<b>64,500</b>	<b>4,700,000</b>	<b>\$ 4,764,500</b>
<b>Growth</b>					
FIRE57 Air Cylinder Filling Station	80,000	-	80,000	-	\$ 80,000
FIRE58 Fire Station #6 - Innisfil Heights	-	-	-	10,500,000	\$ 10,500,000
FIRE59 Pumper Testing Unit	-	-	-	120,000	\$ 120,000
FIRE60 Outfit 2019 SLC Firefighters	42,400	-	42,400	-	\$ 42,400
<b>Total Fire Projects</b>	<b>122,400</b>	<b>-</b>	<b>122,400</b>	<b>10,620,000</b>	<b>\$ 10,742,400</b>

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT340 Addition of Pumper/Rescue Truck - Station #6	-	-	-	850,000	\$ 850,000
FLT341 Addition of Tanker Truck - Station #6	-	-	-	350,000	\$ 350,000
FLT342 Addition of Utility Vehicle - Station #6	-	-	-	55,000	\$ 55,000
FLT343 Addition of Fire Inspector Vehicle	45,400	-	45,400	-	\$ 45,400
FLT344 Addition of Fire Boat	550,000	-	550,000	-	\$ 550,000
<b>Total Fleet Projects</b>	<b>595,400</b>	<b>-</b>	<b>595,400</b>	<b>1,255,000</b>	<b>\$ 1,850,400</b>
<b>Total Growth Projects</b>	<b>717,800</b>	<b>-</b>	<b>717,800</b>	<b>11,875,000</b>	<b>\$ 12,592,800</b>
<b>Total Fire Protection</b>	<b>\$ 761,300</b>	<b>\$ 21,000</b>	<b>\$ 782,300</b>	<b>\$ 16,575,000</b>	<b>\$ 17,357,300</b>

# Projects: Growing Communities

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FLT368 Replace *CDSB Fleet unit 09-61	30,700	-	30,700	-	\$ 30,700
FLT369 Replace *CDSB Fleet unit 12-98	-	-	-	31,400	\$ 31,400
FLT370 Replace *CDSB Fleet unit 11-136	30,700	-	30,700	-	\$ 30,700
FLT371 Replace *CDSB Fleet unit 11-135	-	50,900	50,900	-	\$ 50,900
FLT372 Replace *CDSB Fleet unit 15-56	-	-	-	33,100	\$ 33,100
FLT373 Replace *CDSB Fleet unit 15-58	-	-	-	34,300	\$ 34,300
FLT374 Replace *CDSB Fleet unit 15-60	-	-	-	34,300	\$ 34,300
FLT375 Replace *CDSB Fleet unit 15-63	-	-	-	35,500	\$ 35,500
<b>Total Fleet Projects</b>	<b>61,400</b>	<b>50,900</b>	<b>112,300</b>	<b>168,600</b>	<b>\$ 280,900</b>
<b>Total Renewal Projects</b>	<b>61,400</b>	<b>50,900</b>	<b>112,300</b>	<b>168,600</b>	<b>\$ 280,900</b>
<b>Growth</b>					
ENG34 Engineering Standards Update	15,000	15,000	30,000	120,000	\$ 150,000
ENG48 SP 3.4.3 - Promote Environmental Responsibility throughout Community	130,000	-	130,000	-	\$ 130,000
ENG52 Transportation Master Plan Update 2022 & 2027	-	-	-	1,185,900	\$ 1,185,900
ENG53 Town Campus Servicing Master Plan	115,000	575,000	690,000	-	\$ 690,000
ENG56 Sustainable Development Goals	244,007	-	244,007	-	\$ 244,007
ENG57 Software for Sustainable Infrastructure	-	-	-	30,000	\$ 30,000
ENG59 Stormwater Management Master Plan Update	-	-	-	444,245	\$ 444,245
<b>Total Engineering Projects</b>	<b>504,007</b>	<b>590,000</b>	<b>1,094,007</b>	<b>1,780,145</b>	<b>\$ 2,874,152</b>

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
IT143 Public Wifi & Hot Spot (Wireless) Development at the Innisfil GO Station	-	-	-	75,000	\$ 75,000
<b>Total Information Technology</b>	-	-	-	<b>75,000</b>	<b>\$ 75,000</b>
LIB4 RFID	-	-	-	50,000	\$ 50,000
LIB42 ideaLAB & Library with Recreational Component in Lefroy - Design, Preparation & Construction	-	-	-	8,806,300	\$ 8,806,300
LIB44 Organizational Review	-	-	-	40,000	\$ 40,000
LIB45 Updated Needs Assessment Study	-	-	-	40,000	\$ 40,000
LIB47 Town Campus Library Branch Site Planning & Design & Construction	-	-	-	17,032,200	\$ 17,032,200
LIB53 Master Plan	-	-	-	60,000	\$ 60,000
LIB54 Strategic Plan	-	-	-	60,000	\$ 60,000
<b>Total Library Projects</b>	-	-	-	<b>26,088,500</b>	<b>\$ 26,088,500</b>
PKS13 Webster Park	-	-	-	225,000	\$ 225,000
PKS21 Alcona Community Park (ORSI Subdivision)	-	-	-	1,215,396	\$ 1,215,396
PKS25 Alcona Park Development	5,000,000	-	5,000,000	-	\$ 5,000,000
PKS37 Town Campus - Walking Trails	258,200	265,600	523,800	847,700	\$ 1,371,500
PKS38 Innisfil Beach Park - Trail System Expansion	-	536,800	536,800	-	\$ 536,800
PKS83 Sleeping Lion - New Park	1,523,750	-	1,523,750	-	\$ 1,523,750
PKS84 Innisfil Beach Park - New Pavilion	-	-	-	610,000	\$ 610,000
PKS85 Sleeping Lion - New Parkette (no. 3)	-	686,475	686,475	-	\$ 686,475
PKS86 LSAMI P4 - New Park	-	-	-	780,000	\$ 780,000
PKS88 Innisfil Beach Park - Hydro & Water Service Expansion	-	264,000	264,000	-	\$ 264,000
PKS91 LSAMI P3 - New Park	-	-	-	526,500	\$ 526,500
PKS105 Parks Master Plan-Update	-	-	-	210,680	\$ 210,680
PKS191 Road Ends Program - Implement Parks & Recreation Master Plan Recommendations	339,900	349,800	689,700	3,204,300	\$ 3,894,000

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PKS197 Innisvillage East - New Parkette	-	-	-	251,856	\$ 251,856
PKS198 Innisvillage West - New Park	-	-	-	1,457,500	\$ 1,457,500
PKS203 Big Bay Point Quarry - New Park	-	-	-	2,047,500	\$ 2,047,500
PKS213 Trail Program - Implement Trails Master Plan	463,732	468,896	932,628	4,187,440	\$ 5,120,068
PKS216 Cookstown Library & Community Park Phase 3	-	-	-	323,796	\$ 323,796
PKS217 Innisfil Beach Park - Skating Rink or Path	-	-	-	1,250,111	\$ 1,250,111
PKS218 25th Sideroad & Big Bay Point - New Community Space	-	-	-	2,681,400	\$ 2,681,400
PKS241 Meadows of Stroud Park - Improvements	300,828	-	300,828	-	\$ 300,828
PKS335 Mooring Bouys - 20 units	38,000	-	38,000	-	\$ 38,000
PKS342 Innisfil Beach Park- Docking System	318,000	1,090,000	1,408,000	1,130,000	\$ 2,538,000
PKS368 Alcona Downs 3 Phase 3- Parkette	-	69,960	69,960	-	\$ 69,960
PKS370 Alcona Downs 4- Parkette	-	-	-	223,740	\$ 223,740
PKS373 Town Campus- Implement Campus Node Master Plan 3 Phases	-	-	-	2,110,275	\$ 2,110,275
PKS373 Town Campus- Implement Campus Node Master Plan 3 Phases (Incl. Greenhouse)	-	-	-	1,319,670	\$ 1,319,670
PKS374 Innisfil Beach Park- Implement Innisfil Beach Park Master Plan	-	-	-	4,045,400	\$ 4,045,400
PKS376 Victoria Street Cookstown- Southwest Parkette 1 (VSDI)	-	-	-	38,280	\$ 38,280
PKS378 Victoria Street Cookstown- Southwest Parkette 2 (VSDI)	-	-	-	38,280	\$ 38,280
PKS379 Gilford- New Parkette (Shore Acres)	-	-	-	191,400	\$ 191,400
PKS382 Alfred Street Development- Parkette (Kirsh Lands)	-	-	-	40,656	\$ 40,656
PKS383 Belle Ewart Lakeview Estates- Parkette (Ballymore)	-	-	-	40,656	\$ 40,656

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PKS384 Gilford- Park (Innisgreen)	-	-	-	1,402,200	\$ 1,402,200
PKS386 Sandy Cove- Park 4 (Teromi Lands)	-	-	-	284,196	\$ 284,196
PKS397 Lake Simcoe Enjoyment Strategy	250,000	-	250,000	-	\$ 250,000
PKS398 LSAMI P1- Trail Connection to Go Station	-	-	-	462,000	\$ 462,000
<b>Total Parks Projects</b>	<b>8,492,410</b>	<b>3,731,531</b>	<b>12,223,941</b>	<b>31,145,932</b>	<b>\$ 43,369,873</b>
PLN19 Zoning By-Law Update/Community Planning Permit Study	-	106,000	106,000	74,000	\$ 180,000
PLN20 Our Place Official Plan Update	-	-	-	100,000	\$ 100,000
PLN33 Innisfil Beach Road Community Planning Permit System Study	-	150,000	150,000	-	\$ 150,000
PLN36 Our Place Official Plan Implementation	20,000	-	20,000	-	\$ 20,000
PLN37 Intensification and Infill Study and Guidelines	-	55,000	55,000	40,000	\$ 95,000
PLN40 Affordable Housing Strategy and Community Improvement Plan	-	-	-	55,000	\$ 55,000
PLN41 Community Hubs Implementation Plan	-	55,000	55,000	-	\$ 55,000
PLN42 Alcona Neighbourhoods Action and Implementation Plan	-	-	-	90,000	\$ 90,000
PLN44 Town-Wide Parking Study	-	-	-	65,000	\$ 65,000
PLN45 Municipal Comprehensive Review	-	-	-	55,000	\$ 55,000
PLN47 Place Making Destinations Master Plan and Implementation	-	90,000	90,000	-	\$ 90,000

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PLN48 Downtown Lefroy Visioning and Implementation	-	-	-	100,000	\$ 100,000
PLN51 Cultural Heritage Landscape Study	-	-	-	55,000	\$ 55,000
PLN52 Our Place Official Plan Update	-	-	-	175,000	\$ 175,000
PLN53 Town-Wide Zoning By-Law/Community Planning Permit System Update	-	-	-	225,000	\$ 225,000
PLN55 Our Shore Review and Economic Impact Study	-	40,000	40,000	-	\$ 40,000
PLN56 Sustainable Development Goals	-	-	-	60,000	\$ 60,000
PLN58 Place Making Community Improvement Plan	-	-	-	50,000	\$ 50,000
PLN59 Provincial Policy Update Implementation	-	35,000	35,000	-	\$ 35,000
PLN65 Agricultural and Rural Area Placemaking Implementation	-	-	-	25,000	\$ 25,000
PLN67 Sustainable 'Net Zero' Community Implementation Plan	60,000	-	60,000	-	\$ 60,000
PLN69 Town-Wide Neighbourhood Plan Study and Implementation	-	-	-	80,000	\$ 80,000
PLN70 Autonomous Vehicle Accommodation Study and Implementation	-	-	-	45,000	\$ 45,000
PLN71 Healthy Communities Policy Review and Implementation	-	-	-	35,000	\$ 35,000
PLN72 Place Making Design and Policy Implementation Review	-	-	-	55,000	\$ 55,000
PLN73 Place Making Design and Policy Implementation Review	-	-	-	40,000	\$ 40,000
PLN74 Our Shore Management - Phase 2	-	-	-	70,000	\$ 70,000
PLN76 Urban Forest and Natural Heritage Policy Review	-	-	-	40,000	\$ 40,000
<b>Total Planning Projects</b>	<b>80,000</b>	<b>531,000</b>	<b>611,000</b>	<b>1,534,000</b>	<b>\$ 2,145,000</b>
RDS205 6th Line - Bridge Expansion over Railway	725,202	-	725,202	-	\$ 725,202
RDS239 9th Line - 25th Sideroad to Leonard Street - Paved Shoulders	204,457	-	204,457	-	\$ 204,457

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
RDS241 13th Line - Big Bay Point Road/25th Sideroad to Friday Drive - Reconstruction and Multi-use Trail/Paved Shoulders	-	-	-	2,706,400	\$ 2,706,400
RDS248 20th Sideroad (Bypass of IBR and Metrolinx Intersection) - Leslie Drive to South of Innisfil Beach Road	-	-	-	732,021	\$ 732,021
RDS276 7th Line - 20th Sideroad to Lake Simcoe - Urbanization	15,000,000	-	15,000,000	-	\$ 15,000,000
RDS287 25th Sideroad & Big Bay Point - New Roundabout/Traffic Signal	-	-	-	1,217,800	\$ 1,217,800
RDS288 25th Sideroad, Big Bay Point Road to Mapleview Drive - Reconstruction	-	4,923,600	4,923,600	-	\$ 4,923,600
RDS309 10th Line - Sandy Cove west settlement boundry to Purvis Street - EA/Urbanization/Active Transportation	-	872,000	872,000	16,718,900	\$ 17,590,900
RDS311 Highway 89 East-West Link - EA and Needs and Justification Study	-	-	-	289,100	\$ 289,100
RDS317 Webster Blvd. North Extension - from existing north limit to 20th Sideroad - New Construction	-	-	-	3,671,500	\$ 3,671,500
RDS324 Storm Water Inspection Camera	-	24,150	24,150	-	\$ 24,150
RDS328 Operations Security Fencing	96,500	-	96,500	-	\$ 96,500
RDS334 Operations Fleet Electric Charging Station	34,000	-	34,000	-	\$ 34,000
RDS338 Innisfil Beach Road and 20th Grade Separation Study, Design, and Construction	-	-	-	400,000	\$ 400,000
RDS350 7th Line Improvements, Yonge Street to 10th Sideroad	5,850,388	-	5,850,388	-	\$ 5,850,388
RDS356 Big Bay Point Road - 20th Sideroad to 25th Sideroad/13th Line - Reconstruction	-	-	-	7,840,900	\$ 7,840,900



	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
RDS358 GO Station Integration and Mobility Hub/Smart City Implementation	185,000	-	185,000	5,231,098	\$ 5,416,098
<b>Total Roads Projects</b>	<b>22,095,547</b>	<b>5,819,750</b>	<b>27,915,297</b>	<b>38,807,719</b>	<b>\$ 66,723,016</b>
<b>Total Growth Projects</b>	<b>31,171,964</b>	<b>10,672,281</b>	<b>41,844,245</b>	<b>99,431,296</b>	<b>\$ 141,275,541</b>
<b>Enhancement</b>					
PKS399 Demolition - 7335 Yonge Street	82,500	-	82,500	-	\$ 82,500
<b>Total Parks Projects</b>	<b>82,500</b>	<b>-</b>	<b>82,500</b>	<b>-</b>	<b>\$ 82,500</b>
PLN38 Renewable Energy Facilities Siting Protocol	-	-	-	40,000	\$ 40,000
<b>Total Planning Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>\$ 40,000</b>
<b>Total Enhancement Projects</b>	<b>82,500</b>	<b>-</b>	<b>82,500</b>	<b>40,000</b>	<b>\$ 122,500</b>
<b>Total Growing Communities</b>	<b>\$ 31,315,864</b>	<b>\$ 10,723,181</b>	<b>\$ 42,039,045</b>	<b>\$ 99,639,896</b>	<b>\$ 141,678,941</b>

\* CDSB represents Community Developments Standards Branch

# Projects: Information Technology

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
IT132 Card Access Technology Upgrade	-	-	-	125,000	\$ 125,000
IT133 Phone System replacement	-	-	-	125,000	\$ 125,000
IT136 Council Chambers Audio Visual upgrades	-	-	-	300,000	\$ 300,000
IT141 Security Camera Replacements	80,000	-	80,000	-	\$ 80,000
IT144 Database Management Software	-	-	-	57,000	\$ 57,000
IT63 Hardware Replacements	90,000	95,000	185,000	860,000	\$ 1,045,000
IT70 Hardware Replacements - *CDSB	15,000	15,000	30,000	175,000	\$ 205,000
IT86 Database management software	-	50,000	50,000	-	\$ 50,000
IT89 Network Infrastructure replacements	-	-	-	75,000	\$ 75,000
<b>Total Information Technology Projects</b>	<b>185,000</b>	<b>160,000</b>	<b>345,000</b>	<b>1,717,000</b>	<b>\$ 2,062,000</b>
LIB5 Electronic Equipment - All Branches	79,158	83,415	162,573	686,361	\$ 848,934
<b>Total Library Projects</b>	<b>79,158</b>	<b>83,415</b>	<b>162,573</b>	<b>686,361</b>	<b>\$ 848,934</b>
<b>Total Renewal Projects</b>	<b>264,158</b>	<b>243,415</b>	<b>507,573</b>	<b>2,403,361</b>	<b>\$ 2,910,934</b>
<b>Enhancements</b>					
ADM26 Risk Management Software - Legal Services	-	35,000	35,000	-	\$ 35,000
<b>Total Administration Projects</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>\$ 35,000</b>

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
IT140 IT Research & Development	7,500	7,500	15,000	60,000	\$ 75,000
IT142 Digital Strategy	75,000	-	75,000	-	\$ 75,000
IT143 Public Wifi	50,000	50,000	100,000	-	\$ 100,000
IT73 Corporate Business Systems Improvements	-	-	-	375,000	\$ 375,000
<b>Total Information Technology Projects</b>	<b>132,500</b>	<b>57,500</b>	<b>190,000</b>	<b>435,000</b>	<b>\$ 625,000</b>
<b>Total Enhancement Projects</b>	<b>132,500</b>	<b>92,500</b>	<b>225,000</b>	<b>435,000</b>	<b>\$ 660,000</b>
<b>Total Information Technology</b>	<b>\$ 396,658</b>	<b>\$ 335,915</b>	<b>\$ 732,573</b>	<b>\$ 2,838,361</b>	<b>\$ 3,570,934</b>

\* CDSB represents Community Developments Standards Branch

# Projects: Parks & Recreation Spaces

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FLT87 Replace Toro Z-Master Riding lawn mower Unit# 09-106	-	22,000	22,000	-	\$ 22,000
FLT111 Replace Zero Turn Riding Mower with Winter Conversion Kit 09-110	30,000	-	30,000	-	\$ 30,000
FLT112 Replace Toro Workman Unit# 09-111	24,000	-	24,000	-	\$ 24,000
FLT147 Replace Unit# 12-140 - 16 foot mower	-	100,000	100,000	-	\$ 100,000
FLT148 Replace Large Material Spreader (Topdress) Unit# 10-120	-	-	-	35,000	\$ 35,000
FLT149 Replace Mower Attachment Unit# 10-143	-	-	-	28,000	\$ 28,000
FLT203 Replace 1/2 Ton Truck Unit# 09-40	47,800	-	47,800	-	\$ 47,800
FLT204 Replace 1 Ton Truck Unit# 09-108	90,200	-	90,200	-	\$ 90,200
FLT205 Replace 3/4 Ton Truck Unit# 10-124	-	64,000	64,000	-	\$ 64,000
FLT206 Replace 1/2 Ton Truck Unit# 12-29	-	-	-	51,700	\$ 51,700
FLT207 Replace 1 Ton / Garbage Truck Unit# 12-150	-	-	-	140,300	\$ 140,300
FLT208 Replace 1/2 Ton Truck Unit# 12-151	-	-	-	51,700	\$ 51,700
FLT212 Replace 1 Ton Truck Unit# 13-45	-	-	-	75,000	\$ 75,000
FLT220 Replace Aerator Unit# 10-122	-	-	-	35,000	\$ 35,000
FLT221 Replace Toro Groundsmaster 4700D Unit# 11-123	-	-	-	80,000	\$ 80,000
FLT222 Replace Two (2) Zero Turns 10-118 & 11-119	-	-	-	44,000	\$ 44,000
FLT223 Replace Utility Trailer Unit# 09-107	-	-	-	18,000	\$ 18,000
FLT224 Replace Compact Tractor 09-112	46,400	-	46,400	-	\$ 46,400
FLT225 Replace One (1) Front Mount Mower Unit 12-141	-	-	-	30,000	\$ 30,000
FLT226 Replace Tractor Unit# 10-121	-	-	-	61,400	\$ 61,400

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT227 Replace 3/4 Ton Truck Unit# 09-15	61,100	-	61,100	-	\$ 61,100
FLT228 Replace 3/4 Ton Truck Unit# 14-155	-	-	-	71,500	\$ 71,500
FLT229 Replace Utility Trailer Unit# 14-154	-	-	-	18,000	\$ 18,000
FLT230 Replace One (1) Zero Turn 14-156	-	-	-	22,000	\$ 22,000
FLT232 Replace Tractor Unit# 13-47	-	-	-	61,500	\$ 61,500
FLT241 Replace Toro Workman unit 11-125	24,000	-	24,000	-	\$ 24,000
FLT246 Replacement Heavy Duty 3/4 ton truck Unit#15-38	-	-	-	84,800	\$ 84,800
FLT267 Replace Two (2) Zero Turns 10-116 & 10-117	-	-	-	46,000	\$ 46,000
FLT274 Replace One(1) Zero-turn 09-105	-	-	-	22,000	\$ 22,000
FLT280 Replace MADVAC Vacuum Unit# 14-82	-	-	-	85,000	\$ 85,000
FLT281 Replace Jacobsen Unit# 16-49	-	-	-	150,000	\$ 150,000
FLT282 Replace Three(3) 11ft. Mowers Unit 16-42, 16-41, 16-66	-	-	-	250,500	\$ 250,500
FLT283 Replace Madvac Vacuum Unit# 16-44	-	-	-	90,000	\$ 90,000
FLT347 Replace 3/4 Ton Truck Unit# 09-24	-	63,400	63,400	-	\$ 63,400
FLT349 Replace 3/4 Ton Truck Unit# 15-38	-	-	-	64,700	\$ 64,700
FLT350 Replace 3/4 Ton Truck Unit# 16-43	-	-	-	66,800	\$ 66,800
FLT351 Replace 1/2 Truck Unit# 17-46	-	-	-	60,300	\$ 60,300
FLT352 Replace 1 Ton / Water Truck Unit# 17-93	-	-	-	102,000	\$ 102,000
FLT353 Replace Tractor Unit# 13-99	-	-	-	76,500	\$ 76,500
FLT354 Replace Utility Trailer Unit# 09-113	-	-	-	18,000	\$ 18,000
FLT355 Replace Mower Attachment Unit# 11-139	-	-	-	22,000	\$ 22,000
FLT356 Replace Utility Trailer Unit# 16-73	-	-	-	20,000	\$ 20,000
FLT357 Replace Utility Trailer Unit# 17-201	-	-	-	21,000	\$ 21,000
FLT358 Replace Utility Trailer Unit# 17-202	-	-	-	21,000	\$ 21,000
FLT359 Replace Utility Trailer Unit# 17-203	-	-	-	21,000	\$ 21,000
FLT360 Replace Ball Diamond Groomer Attachment Unit# 17- 127	-	-	-	12,000	\$ 12,000

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT361 Replace Zamboni Unit# 11-138	-	-	-	150,000	\$ 150,000
FLT362 Replace RTV Unit# 14-148	-	-	-	26,300	\$ 26,300
FLT363 Replace RTV Unit# 15-157	-	-	-	26,300	\$ 26,300
FLT364 Replace Zamboni Ice Resurfacers Unit's 17-95 & 17-96	-	-	-	241,100	\$ 241,100
<b>Total Fleet Projects</b>	<b>323,500</b>	<b>249,400</b>	<b>572,900</b>	<b>2,500,400</b>	<b>\$ 3,073,300</b>
PKS20 Annual Playground Replacement Program	266,310	274,010	540,320	4,547,160	\$ 5,087,480
PKS144 Parkland Redevelopment Program	598,500	261,620	860,120	4,521,200	\$ 5,381,320
PKS199 Parks/Roadends/Open Spaces Condition Assessment	100,000	-	100,000	-	\$ 100,000
PKS206 Innisfil Beach Park Gatehouse Building Maintenance	-	39,750	39,750	-	\$ 39,750
PKS334 Baseball/ Soccer Sports Complex	-	539,625	539,625	13,106,600	\$ 13,646,225
PKS345 Parks/Road Ends Signage Program	70,840	72,450	143,290	150,880	\$ 294,170
PKS346 Centennial Park Parking Lot Surfacing Upgrade	-	-	-	76,300	\$ 76,300
PKS349 Nantyr Park Baseball Diamond Re-development	-	-	-	125,000	\$ 125,000
PKS353 Huron Court Park - Sports Field Redevelopment	-	140,000	140,000	-	\$ 140,000
PKS355 Warrington Way Park - Sports Field Redevelopment	-	-	-	140,000	\$ 140,000
PKS356 Stroud Arena Park - Redevelop Baseball Diamond	275,000	-	275,000	-	\$ 275,000
PKS357 Knock Community Centre- Redevelop Baseball Diamond and Amenities	-	-	-	100,000	\$ 100,000
PKS358 Cookstown Memorial Park - Cenotaph Redevelopment	-	-	-	30,000	\$ 30,000
PKS359 Crossroads Park - Resurfacing and Fencing of Courts	-	-	-	163,000	\$ 163,000
PKS360 Coralwoods Park - Parking lot Repaving	-	-	-	71,000	\$ 71,000

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PKS361 Dempster Park - Parking Lot Repaving	-	-	-	105,000	\$ 105,000
PKS362 Huron Court Park - Parking Lot Repaving	-	-	-	140,000	\$ 140,000
PKS363 Fennels Corners Park - Parking Lot Resurfacing	-	-	-	54,000	\$ 54,000
PKS367 Lefroy Arena - Skate Park Replacement and Upgrades	-	-	-	321,800	\$ 321,800
PKS369 30th Sideroad Government Dock Repairs	-	-	-	212,000	\$ 212,000
<b>Total Parks Projects</b>	<b>1,310,650</b>	<b>1,327,455</b>	<b>2,638,105</b>	<b>23,863,940</b>	<b>\$ 26,502,045</b>
RDS221 Emerald Ash Borer	125,000	125,000	250,000	750,000	\$ 1,000,000
<b>Total Roads Projects</b>	<b>125,000</b>	<b>125,000</b>	<b>250,000</b>	<b>750,000</b>	<b>\$ 1,000,000</b>
<b>Total Renewal Projects</b>	<b>1,759,150</b>	<b>1,701,855</b>	<b>3,461,005</b>	<b>27,114,340</b>	<b>\$ 30,575,345</b>
<b>Growth</b>					
FLT145 New 1 Ton Dump Truck	75,000	-	75,000	-	\$ 75,000
FLT146 New Wide Area Mower	120,000	-	120,000	-	\$ 120,000
FLT328 Additional One Ton Dump Truck	-	-	-	91,400	\$ 91,400
FLT329 Additional 1 Ton Dump Truck / Water Truck	-	-	-	113,100	\$ 113,100
FLT330 Purchase One(1) 20ft Equipment Trailer/Float	-	-	-	19,200	\$ 19,200
FLT331 Purchase Two (2) Zero Turns	-	-	-	44,000	\$ 44,000
FLT332 Purchase One(1) 20ft Equipment Trailer/Float	-	-	-	16,750	\$ 16,750
FLT333 Additional Zero Turn Mower	-	-	-	31,500	\$ 31,500
FLT334 Additional One Ton 4WD Crew Cab	-	-	-	76,400	\$ 76,400
FLT335 Additional One Ton 4WD Crew Cab	-	-	-	88,100	\$ 88,100
FLT336 Purchase New Utility Vehicle for Town Campus	-	-	-	25,300	\$ 25,300
FLT337 Eleven Foot (11') Ride On Deck Mower	-	-	-	78,000	\$ 78,000
FLT338 Additional 11' Mower	-	-	-	89,700	\$ 89,700
<b>Total Fleet Projects</b>	<b>195,000</b>	<b>-</b>	<b>195,000</b>	<b>673,450</b>	<b>\$ 868,450</b>
PKS396 Isabella St.- Boat Launch/Government Dock Rehabilitation	-	-	-	664,464	\$ 664,464
<b>Total Parks Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>664,464</b>	<b>\$ 664,464</b>

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
PLN62 Innisfil Heights Employment Area Policy Review	-	-	-	35,000	\$ 35,000
PLN68 Trails and Active Transportation Policy Review and Implementation	-	-	-	50,000	\$ 50,000
PLN75 Trails and Active Transportation Policy Review and Implementation	-	-	-	40,000	\$ 40,000
PLN79 Urban Forest Management Plan and By-Law	-	30,000	30,000	-	\$ 30,000
<b>Total Planning Projects</b>	-	<b>30,000</b>	<b>30,000</b>	<b>125,000</b>	<b>\$ 155,000</b>
<b>Total Growth Projects</b>	<b>195,000</b>	<b>30,000</b>	<b>225,000</b>	<b>1,462,914</b>	<b>\$ 1,687,914</b>
<b>Enhancement</b>					
PKS196 Supply and Install Solar Lighting Innisfil Beach Park Playground	43,750	-	43,750	-	\$ 43,750
PKS341 Legal Surveys	-	-	-	444,617	\$ 444,617
PKS401 Innisfil Beach Park Improvements	100,000	-	100,000	-	\$ 100,000
<b>Total Parks Projects</b>	<b>143,750</b>	-	<b>143,750</b>	<b>444,617</b>	<b>\$ 588,367</b>
<b>Total Enhancement Projects</b>	<b>143,750</b>	-	<b>143,750</b>	<b>444,617</b>	<b>\$ 588,367</b>
<b>Total Parks &amp; Recreation Spaces</b>	<b>\$ 2,097,900</b>	<b>\$ 1,731,855</b>	<b>\$ 3,829,755</b>	<b>\$ 29,021,871</b>	<b>\$ 32,851,626</b>



# Projects: Roadway Network

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
FLT29 Replacement 20 Ton Float 92-34	-	-	-	33,264	\$ 33,264
FLT98 Replace Wood Chipper Unit 06-81	-	53,200	53,200	-	\$ 53,200
FLT116 Replace Unit 08-08 Tandem Axle Water / Antiicing	-	316,000	316,000	-	\$ 316,000
FLT118 Replace Seppi Flail Mower Unit 07-14	-	21,000	21,000	-	\$ 21,000
FLT133 Replace Steamer 08-101	-	-	-	25,100	\$ 25,100
FLT157 Replace Steamer Unit 01-13	-	-	-	25,100	\$ 25,100
FLT161 Replace Pick-up 10-09	54,600	-	54,600	-	\$ 54,600
FLT163 Replace Service Dump Truck Unit 09-109	92,500	-	92,500	-	\$ 92,500
FLT164 Replace Sidewalk Articulating Tractor Unit 09-131	186,500	-	186,500	-	\$ 186,500
FLT165 Replace Patrol Truck 10-132	66,300	-	66,300	-	\$ 66,300
FLT167 Replace Service Dump Truck Unit 10-37	-	97,000	97,000	-	\$ 97,000
FLT168 Replace Portable Traffic Lights 10-114 & 10-115	-	-	-	51,000	\$ 51,000
FLT170 Replace Tandem Axle Unit 10-129	366,400	-	366,400	-	\$ 366,400
FLT171 Replace Tandem Axle unit 10-130	-	366,400	366,400	-	\$ 366,400
FLT172 Replace Patrol Truck Unit 11-30	-	-	-	65,900	\$ 65,900
FLT173 Replace trailer mounted sign board unit 11-134	-	-	-	33,900	\$ 33,900
FLT176 Replace Sidewalk/Trackless unit 12-10	-	-	-	184,937	\$ 184,937
FLT177 Replace Backhoe Unit 12-31	-	165,000	165,000	-	\$ 165,000
FLT178 Replace Patrol Truck unit 09-35	-	-	-	52,300	\$ 52,300
FLT179 Replace Service Truck Unit 12-39	-	-	-	59,800	\$ 59,800
FLT180 Replace Generator Unit 08-100	-	-	-	46,400	\$ 46,400
FLT181 Replace Hot Box Unit 12-142	-	-	-	46,400	\$ 46,400

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT183 Replace Tandem Axle unit 13-05	-	-	-	421,900	\$ 421,900
FLT184 Replace Patrol Truck Unit 13-06	-	-	-	51,300	\$ 51,300
FLT185 Replace Float unit 08-11	-	-	-	25,400	\$ 25,400
FLT186 Replace Service Dump Truck Unit 13-17	-	-	-	111,600	\$ 111,600
FLT187 Replace Bi-Directional Tractor Unit 13-22	-	-	-	175,900	\$ 175,900
FLT190 Replace Tandem Axle unit 14-12	-	-	-	442,200	\$ 442,200
FLT191 Replace Single Axle Plow dump unit 14-20	-	-	-	375,400	\$ 375,400
FLT192 Replace Trailer Mounted Water Pump Unit 09-103	-	-	-	59,300	\$ 59,300
FLT193 Replace Pick Up 2015-16	-	-	-	65,800	\$ 65,800
FLT194 Replace loader 15-32	-	-	-	336,800	\$ 336,800
FLT195 Replace Service Crane Truck Unit #15-33	-	-	-	198,000	\$ 198,000
FLT196 Replace Single Axle 14-48	-	-	-	292,500	\$ 292,500
FLT198 Replace Tandem Axle Plow/Dump 15-23	-	-	-	463,500	\$ 463,500
FLT199 Replace Hot Box 15-145	-	-	-	53,500	\$ 53,500
FLT268 Replace Tandem Axle 16-28	-	-	-	455,000	\$ 455,000
FLT269 Replace Tandem Axle 16-149	-	-	-	450,000	\$ 450,000
FLT270 Replace Street Sweep 16-92	-	-	-	402,000	\$ 402,000
FLT271 Replacement Skid Steer 16-86	-	-	-	109,000	\$ 109,000
FLT272 Replacement 3/4 ton 16-90	-	-	-	64,400	\$ 64,400
FLT273 Replacement SUV unit 16-91	-	-	-	36,900	\$ 36,900
FLT304 Replace Sidewalk Vacuum Unit 17-200	-	-	-	155,400	\$ 155,400
FLT305 Replace 16-146 - Operations Pick-up	-	-	-	58,200	\$ 58,200
FLT306 Replace Sidewalk Machine 17-205	-	-	-	210,600	\$ 210,600
FLT307 Replace Tandem Axle 17-21	-	-	-	474,500	\$ 474,500
FLT308 Replace Operations Unit 17-204	-	-	-	36,200	\$ 36,200
FLT309 Replace Service Truck 18-207	-	-	-	102,700	\$ 102,700
FLT310 Replace Single Axle 17-88	-	-	-	413,500	\$ 413,500
FLT311 Replace Operations Unit 18-XXX	-	-	-	49,500	\$ 49,500

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT312 Replace Operations Tractor 18-XXX	-	-	-	127,400	\$ 127,400
FLT313 Replace Operations Mower 18-07	-	-	-	16,100	\$ 16,100
FLT314 Replace Single Axle Unit 18-04	-	-	-	423,800	\$ 423,800
FLT315 Replace Tandem Axle 18-128	-	-	-	476,300	\$ 476,300
FLT316 Replace Operations Road Widener 18-XXX	-	-	-	31,200	\$ 31,200
FLT317 Replace Operations Brush Chipper unit 18-XXX	-	-	-	54,000	\$ 54,000
FLT318 Replace Tandem Axle 18-XXX	-	-	-	476,300	\$ 476,300
FLT319 Replace Operations Storm Flusher 18-XXX	-	-	-	350,000	\$ 350,000
FLT322 Replace Tandem Axle 19-129	-	-	-	476,300	\$ 476,300
FLT324 Replace Service Truck 19-109	-	-	-	120,300	\$ 120,300
FLT326 Replace Service Truck 19-132	-	-	-	88,500	\$ 88,500
FLT365 Replace Mobile Fleet Service Truck Unit# 17-206	-	-	-	150,400	\$ 150,400
FLT376 Replace Forklift Unit# 17-84	-	-	-	95,650	\$ 95,650
<b>Total Fleet Projects</b>	<b>766,300</b>	<b>1,018,600</b>	<b>1,784,900</b>	<b>9,601,351</b>	<b>\$ 11,386,251</b>
RDS225 Sidewalk Improvement Program	286,000	323,100	609,100	2,583,650	\$ 3,192,750
RDS269 Reive Blvd & 3rd Line - Culvert Works	793,000	-	793,000	-	\$ 793,000
RDS282 Traffic Signal/Flasher/Beacon Condition Assessment	50,000	-	50,000	-	\$ 50,000
RDS296 Roads Needs Study Update	-	-	-	479,600	\$ 479,600
RDS337 Raynor Court- Laneway Reconstruction	457,950	-	457,950	-	\$ 457,950
RDS349 Road Rehabilitation Program	3,960,212	8,790,510	12,750,722	80,823,560	\$ 93,574,282
RDS351 Ireton Street Retaining Wall Replacement	34,000	-	34,000	-	\$ 34,000
RDS352 Acoustical Fence Replacement - Leslie St	210,000	-	210,000	-	\$ 210,000
RDS355 Various Bridge/Culvert Rehabilitations	-	-	-	1,281,110	\$ 1,281,110
<b>Total Roads Projects</b>	<b>5,791,162</b>	<b>9,113,610</b>	<b>14,904,772</b>	<b>85,167,920</b>	<b>\$ 100,072,692</b>
<b>Total Renewal Projects</b>	<b>6,557,462</b>	<b>10,132,210</b>	<b>16,689,672</b>	<b>94,769,271</b>	<b>\$ 111,458,943</b>
<b>Growth</b>					
FLT166 Additional Loader	-	247,500	247,500	-	\$ 247,500

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
FLT174 Additional Tandem Axle Plow/Dump	-	-	-	421,900	\$ 421,900
FLT175 Additional Sidewalk Machine	-	-	-	204,900	\$ 204,900
FLT182 Additional 1 ton Service truck	-	-	-	76,000	\$ 76,000
FLT262 Portable Traffic Light - 1 set	-	-	-	42,500	\$ 42,500
FLT275 Two (2) Operations Supervisors Vehicles - Roads	96,400	-	96,400	-	\$ 96,400
FLT296 Two (2) Operations Trailer Mounted Pumps	93,000	-	93,000	-	\$ 93,000
FLT297 MUT Snow Plow Truck	-	-	-	79,900	\$ 79,900
FLT299 Vacuum Sidewalk Sweeper	-	-	-	122,000	\$ 122,000
FLT300 Additional Hot Box Patcher	-	-	-	46,500	\$ 46,500
FLT301 Multi Use Trail Snow Plow Truck	-	-	-	86,600	\$ 86,600
FLT302 Street Flusher	-	-	-	316,000	\$ 316,000
FLT303 Additional Single Axle Combination unit	-	-	-	424,200	\$ 424,200
FLT346 Storm Water Pick-up	-	-	-	70,200	\$ 70,200
<b>Total Fleet Projects</b>	<b>189,400</b>	<b>247,500</b>	<b>436,900</b>	<b>1,890,700</b>	<b>\$ 2,327,600</b>
<b>Total Growth Projects</b>	<b>189,400</b>	<b>247,500</b>	<b>436,900</b>	<b>1,890,700</b>	<b>\$ 2,327,600</b>
<b>Enhancement</b>					
RDS260 Holy Cross Catholic School - New Pedestrian Signal	-	-	-	250,000	\$ 250,000
RDS319 Cookstown Library- Sidewalk connection from Church and Saunders	-	-	-	82,150	\$ 82,150
RDS343 LED Streetlight Retrofit Program	336,000	356,160	692,160	1,135,680	\$ 1,827,840
RDS354 Traffic Calming: Radar Speed Signs	40,000	-	40,000	-	\$ 40,000
RDS363 Traffic Calming Measure Improvements	100,000	100,000	200,000	-	\$ 200,000
RDSOT4 Streetlight Program	-	102,000	102,000	503,040	\$ 605,040
<b>Total Roads Projects</b>	<b>476,000</b>	<b>558,160</b>	<b>1,034,160</b>	<b>1,970,870</b>	<b>\$ 3,005,030</b>
<b>Total Enhancement Projects</b>	<b>476,000</b>	<b>558,160</b>	<b>1,034,160</b>	<b>1,970,870</b>	<b>\$ 3,005,030</b>
<b>Total Roadway Network</b>	<b>\$ 7,222,862</b>	<b>\$ 10,937,870</b>	<b>\$ 18,160,732</b>	<b>\$ 98,630,841</b>	<b>\$ 116,791,573</b>

# Projects: Stormwater Management

	Approved 2019	Approved 2020	Total 2019 & 2020	Forecasted 2021-2028	Total 2019-2028
<b>Renewal</b>					
PKS139 Town Campus - Drainage Improvements	539,328	-	539,328	-	\$ 539,328
PKS328 IRC- Rainwater Harvesting for Irrigation	-	-	-	673,100	\$ 673,100
<b>Total Parks Projects</b>	<b>539,328</b>	<b>-</b>	<b>539,328</b>	<b>673,100</b>	<b>\$ 1,212,428</b>
RDS172 Stormwater Pond Cleanout/Retrofit Program	488,000	502,640	990,640	4,601,840	\$ 5,592,480
RDS266 Various Roads - Drainage Improvement Program	437,500	486,775	924,275	3,727,525	\$ 4,651,800
RDS274 Stormwater CCTV Inspections	100,000	103,000	203,000	943,387	\$ 1,146,387
<b>Total Roads Projects</b>	<b>1,025,500</b>	<b>1,092,415</b>	<b>2,117,915</b>	<b>9,272,752</b>	<b>\$ 11,390,667</b>
<b>Total Renewal Projects</b>	<b>1,564,828</b>	<b>1,092,415</b>	<b>2,657,243</b>	<b>9,945,852</b>	<b>\$ 12,603,095</b>
<b>Total Stormwater Management</b>	<b>\$ 1,564,828</b>	<b>\$ 1,092,415</b>	<b>\$ 2,657,243</b>	<b>\$ 9,945,852</b>	<b>\$ 12,603,095</b>



# Appendix B: Operating Budget by Department



## 2019 & 2020 Approved Operating Budget by Department

	2018 Approved Budget	2019 Approved Budget	2019		2020 Approved Budget	2020	
			Year to Year \$ Change	Year to Year % Change		Year to Year \$ Change	Year to Year % Change
CAO	871,596	1,113,132	241,536	27.71%	1,130,012	16,880	1.52%
Communications	405,989	413,964	7,975	1.96%	424,630	10,666	2.58%
CDSB	187,065	239,625	52,560	28.10%	250,077	10,452	4.36%
Customer Service	542,776	527,564	(15,212)	(2.80%)	553,894	26,330	4.99%
Economic Development	348,265	1,098,959	750,694	215.55%	1,127,581	28,622	2.60%
Leisure Services	489,945	717,986	228,041	46.54%	749,093	31,107	4.33%
Engineering	184,750	319,547	134,797	72.96%	269,077	(50,470)	(15.79%)
Finance	1,434,157	1,482,899	48,742	3.40%	1,505,008	22,109	1.49%
Fire	5,392,878	6,405,898	1,013,020	18.78%	7,191,033	785,135	12.26%
People & Talent	730,996	783,729	52,733	7.21%	803,719	19,990	2.55%
Information Technology	1,075,989	1,086,272	10,283	0.96%	1,102,949	16,677	1.54%
Legal & Clerk Services	1,580,725	1,633,405	52,680	3.33%	1,690,998	57,593	3.53%
Operations	10,247,837	10,116,000	(131,837)	(1.29%)	10,318,572	202,572	2.00%
Planning	397,051	258,749	(138,302)	(34.83%)	266,456	7,707	2.98%
Transit	175,000	215,874	40,874	23.36%	384,992	169,118	78.34%
Corporate & Other	(1,299,984)	(2,001,517)	(701,533)	53.96%	(1,970,139)	31,378	(1.57%)
Library	3,344,196	3,342,921	(1,275)	(0.04%)	3,431,697	88,776	2.66%
Conservation Authorities	441,782	471,893	30,111	6.82%	493,296	21,403	4.54%
	26,551,013	28,226,900	1,675,887	6.31%	29,722,945	1,496,045	5.30%
**Operating impacts from approved capital budget		28,703	28,703		77,450	48,747	
<b>Total Town Operating (Excluding Police &amp; Capital Levy)</b>	26,551,013	28,255,603	1,704,590	6.42%	29,800,395	1,544,792	5.47%
Capital Levy	5,515,000	6,660,000	1,145,000	20.76%	7,895,000	1,235,000	18.54%
<b>Total Town (Excluding Police)</b>	32,066,013	34,915,603	2,849,590	8.89%	37,695,395	2,779,792	7.96%
Add:							
*BWG/Innisfil Police Service Board	9,705,144	10,146,183	441,039	4.54%	10,646,073	499,890	4.93%
<b>Total Operating Levy Requirement</b>	\$ 41,771,157	\$ 45,061,786	\$ 3,290,629	7.88%	\$ 48,341,468	\$ 3,279,682	7.28%

\*Town staff estimates

\*\*Operating impacts from approved 2018 capital have been incorporated into department budgets above

## CAO: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>CAO</b>								
Revenue								
External Recoveries	-	(133,485)	(133,485)	100.00%	(133,485)	-	0.00%	(1)
Transfer from Reserve & Reserve Funds	-	(82,151)	(82,151)	100.00%	-	82,151	(100.00%)	(2)
<b>Total Revenue</b>	-	(215,636)	(215,636)	100.00%	(133,485)	82,151	(38.10%)	
Expenditures								
Wages & Benefits	750,341	1,088,828	338,487	45.11%	1,038,036	(50,792)	(4.66%)	(3)
Materials & Supplies	80,935	79,135	(1,800)	(2.22%)	70,806	(8,329)	(10.53%)	
Utilities	3,320	3,320	-	0.00%	3,320	-	0.00%	
Contracted Services	37,000	157,485	120,485	325.64%	151,335	(6,150)	(3.91%)	(4)
Internal Recoveries/Transfers	-	-	-	0.00%	-	-	0.00%	
<b>Total Expenditures</b>	871,596	1,328,768	457,172	52.45%	1,263,497	(65,271)	(4.91%)	
<b>Total CAO</b>	\$ 871,596	\$ 1,113,132	\$ 241,536	27.71%	\$ 1,130,012	\$ 16,880	1.52%	

### Note: Explanation of Change

- (1) External recoveries utilized for Community Asset Catalyst contract and activities (see Note 4).
- (2) Funding from tax rate stabilization reserve for 6-month contract to complete Rizzardo Health & Wellness Centre construction project and finalize draft strategic plan update.
- (3) 2019 and 2020 increase reflect salary progression, employment agreements, economic adjustments, and changes in benefit costs. 2019 change captures compensation difference between Strategic Advisor position repurposed for Deputy CAO/Chief Transformation Officer, 2019 contracted position as identified in note 2 (not required in 2020), and the addition of a non-permanent Health & Wellness Catalyst, and a full time permanent Council Admin



Assistant who will be providing support to Council Services in 2019 & 2020. Also includes an internal transfer of Business Performance Specialist position from IT to the CAO's office with no net impact to overall Town budget.

**(4)** Addition of Community Asset Catalyist Contract in 2019

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	5.00	7.00	7.00
Non-Permanent	-	1.50	1.00
Students	-	-	-
Total	5.00	8.50	8.00

## Communications: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Communications</b>								
Revenue								
External Recoveries	(5,000)	(5,000)	-	0.00%	(5,000)	-	0.00%	
<b>Total Revenue</b>	(5,000)	(5,000)	-	0.00%	(5,000)	-	0.00%	
Expenditures								
Wages & Benefits	289,381	305,067	15,686	5.42%	319,733	14,666	4.81%	(1)
Materials & Supplies	103,975	96,264	(7,711)	(7.42%)	92,264	(4,000)	(4.16%)	(2)
Utilities	2,133	2,133	-	0.00%	2,133	-	0.00%	
Contracted Services	26,400	26,400	-	0.00%	26,400	-	0.00%	
Internal Recoveries/Transfers	(10,900)	(10,900)	-	0.00%	(10,900)	-	0.00%	
<b>Total Expenditures</b>	410,989	418,964	7,975	1.94%	429,630	10,666	2.55%	
<b>Total Communications</b>	\$ 405,989	\$ 413,964	\$ 7,975	1.96%	\$ 424,630	\$ 10,666	2.58%	

### Note: Explanation of Change

(1) 2019 & 2020 reflect salary progression, employment agreements, economic adjustments, and changes in benefit costs; 2019 also includes a non-permanent Admin Assistant

(2) Decrease in advertising and public communication costs.

### Staff Complement

	Approved 2018	Approved	
		2019	2020
Permanent	3.00	3.00	3.00
Non-Permanent	-	0.70	0.70
Students	-	-	-
<b>Total</b>	3.00	3.70	3.70

## Community Development Standards Branch: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Community Development Standards Branch</b>								
<b>Non-Building Code Related Services</b>								
Revenue								
Permits & Other Development Fees	(10,250)	(5,000)	5,250	(51.22%)	(5,100)	(100)	200.00%	
User Fees, Licences and Fines	(190,900)	(250,950)	(60,050)	31.46%	(268,002)	(17,052)	6.79%	(1)
External Recoveries	(16,000)	(72,000)	(56,000)	350.00%	(72,000)	-	0.00%	(2)
Other	(4,000)	(4,000)	-	0.00%	(4,000)	-	0.00%	
<b>Total Revenue</b>	<b>(221,150)</b>	<b>(331,950)</b>	<b>(110,800)</b>	<b>50.10%</b>	<b>(349,102)</b>	<b>(17,152)</b>	<b>5.17%</b>	
Expenditures								
Wages & Benefits	494,693	551,516	56,823	11.49%	563,938	12,422	2.25%	(3)
Materials & Supplies	53,328	112,529	59,201	111.01%	124,961	12,432	11.05%	(2)
Utilities	3,400	4,000	600	17.65%	4,000	-	0.00%	
Contracted Services	41,500	86,236	44,736	107.80%	88,486	2,250	2.61%	(4)
Rents & Financial	3,000	5,000	2,000	66.67%	5,500	500	10.00%	
Internal Recoveries/Transfers	(187,706)	(187,706)	-	0.00%	(187,706)	-	0.00%	
<b>Total Expenditures</b>	<b>408,215</b>	<b>571,575</b>	<b>163,360</b>	<b>40.02%</b>	<b>599,179</b>	<b>27,604</b>	<b>4.83%</b>	
<b>Total Non-Building Code Related Services</b>	<b>187,065</b>	<b>239,625</b>	<b>52,560</b>	<b>28.10%</b>	<b>250,077</b>	<b>10,452</b>	<b>4.36%</b>	

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Building Code Related Services</b>								
Revenue								
Permits & Other Development Fees	(2,501,435)	(2,750,008)	(248,573)	9.94%	(2,750,013)	-	0.02%	(5)
User Fees, Licences and Fines	(181,000)	(223,000)	(42,000)	23.20%	(223,000)	-	0.00%	(6)
<b>Total Revenue</b>	(2,682,435)	(2,973,008)	(290,573)	10.83%	(2,973,013)	-	0.00%	
Expenditures								
Wages & Benefits	1,741,748	1,878,967	137,219	7.88%	1,930,333	51,366	2.73%	(7)
Materials & Supplies	149,365	134,513	(14,852)	(9.94%)	138,362	3,849	2.86%	(8)
Utilities	15,600	11,000	(4,600)	(29.49%)	11,000	-	0.00%	
Contracted Services	35,000	17,000	(18,000)	(51.43%)	17,000	-	0.00%	(9)
Internal Recoveries/Transfers	681,019	688,197	7,178	1.05%	695,719	7,522	1.09%	
<b>Total Expenditures</b>	2,622,732	2,729,677	106,945	4.08%	2,792,414	62,737	2.30%	
<b>Net Building Code Related Services Before Transfer to Reserve</b>	(59,703)	(243,331)	(183,628)	307.57%	(180,599)	62,732	(25.78%)	
Transfer to Reserve & Reserve Funds	59,703	243,331	183,628	307.57%	180,599	(62,732)	(25.78%)	
<b>Total Building Code Related Services</b>	-	-	-	0.00%	-	-	0.00%	
<b>Total Community Development Standards Branch</b>	\$ 187,065	\$ 239,625	\$ 52,560	28.10%	\$ 250,077	\$ 10,452	4.36%	

**Note: Explanation of Change**

- (1) Increase in 2019 reflects an anticipated increase of parking fines; 2020 increase for inflationary impact to parking fine rates.
- (2) Anticipated increase in recoveries for private property maintenance from bylaw non-compliance activity utilizing changes in fees and charges by-law.

- (3) 2019 & 2020 reflect salary progression, employment agreements, economic adjustments, and changes in benefit costs; 2019 also includes an increase in co-op student rates as a result of Provincial Bill 148.
- (4) 2019 reflects an increase in parking enforcement costs.
- (5) Anticipated increase in building permit activity in 2019.
- (6) Anticipated increase lot grading plans fees in 2019.
- (7) Addition of a non-permanent Development Inspector position, salary progression, employment agreements, economic adjustments, and changes in benefit costs fully funded from building permit fees - no tax rate impact.
- (8) Decrease primarily in education and development costs to reflect actual historical spending pattern.
- (9) Decrease in consulting costs as work will be completed by Development Inspector contract.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	20.00	20.00	20.00
Non-Permanent	-	1.00	1.00
Students	3.35	3.35	3.35
Total	23.35	24.35	24.35

## Customer Service: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Customer Service</b>								
Revenue								
User Fees, Licences and Fines	(12,150)	(6,750)	5,400	(44.44%)	(6,750)	-	0.00%	<b>(1)</b>
External Recoveries	(54,000)	(54,000)	-	0.00%	(54,000)	-	0.00%	
<b>Total Revenue</b>	<b>(66,150)</b>	<b>(60,750)</b>	<b>5,400</b>	<b>(8.16%)</b>	<b>(60,750)</b>	<b>-</b>	<b>0.00%</b>	
Expenditures								
Wages & Benefits	572,705	573,835	1,130	0.20%	600,165	26,330	4.59%	<b>(2)</b>
Materials & Supplies	28,021	7,954	(20,067)	(71.61%)	7,954	-	0.00%	<b>(3)</b>
Utilities	2,025	2,025	-	0.00%	2,025	-	0.00%	
Contracted Services	750	1,500	750	100.00%	1,500	-	0.00%	
Rents & Financial	5,425	3,000	(2,425)	(44.70%)	3,000	-	0.00%	
Internal Recoveries/Transfers	-	-	-	0.00%	-	-	0.00%	
<b>Total Expenditures</b>	<b>608,926</b>	<b>588,314</b>	<b>(20,612)</b>	<b>(3.38%)</b>	<b>614,644</b>	<b>26,330</b>	<b>4.48%</b>	
<b>Total Customer Service</b>	<b>\$ 542,776</b>	<b>\$ 527,564</b>	<b>\$ (15,212)</b>	<b>(2.80%)</b>	<b>\$ 553,894</b>	<b>\$ 26,330</b>	<b>4.99%</b>	

### Note: Explanation of Change

- (1)** Decrease in commissioning revenue based on 2018 activity.
- (2)** Salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** Decrease in postage and printing costs related to Customer Service Satisfaction Survey to be completed through online methods.

## Staff Complement

	Approved	Approved	
	2018	2019	2020
Permanent	7.00	7.00	7.00
Non-Permanent	0.49	0.49	0.49
Students	-	-	-
Total	7.49	7.49	7.49

## Economic Development: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Economic Development</b>								
Revenue								
External Recoveries	-	(9,800)	(9,800)	100.00%	(14,500)	(4,700)	47.96%	(1)
Other	(37,500)	(9,800)	27,700	(73.87%)	(14,500)	(4,700)	47.96%	(2)
<b>Total Revenue</b>	(37,500)	(19,600)	17,900	(47.73%)	(29,000)	(9,400)	47.96%	
Expenditures								
Wages & Benefits	264,259	434,553	170,294	64.44%	472,575	38,022	8.75%	(3)
Materials & Supplies	103,006	582,506	479,500	465.51%	582,506	-	0.00%	(4)
Utilities	1,500	1,500	-	0.00%	1,500	-	0.00%	
Rents & Financial	-	100,000	100,000	100.00%	100,000	-	0.00%	(5)
Conservation Authorities, Local Boards & Grants	17,000	-	(17,000)	(100.00%)	-	-	0.00%	(6)
<b>Total Expenditures</b>	385,765	1,118,559	732,794	189.96%	1,156,581	38,022	3.40%	
<b>Total Economic Development</b>	348,265	1,098,959	750,694	215.55%	1,127,581	28,622	2.60%	
<b>Grant Program</b>								
Revenue								
Other	(24,000)	(24,000)	-	0.00%	(24,000)	-	0.00%	
Transfer from Reserve & Reserve Funds	(415,000)	(15,000)	400,000	(96.39%)	(15,000)	-	0.00%	(7)
<b>Total Revenue</b>	(439,000)	(39,000)	400,000	(91.12%)	(39,000)	-	0.00%	
Expenditures								
Materials & Supplies	439,000	39,000	(400,000)	(91.12%)	39,000	-	0.00%	(7)
<b>Total Expenditures</b>	439,000	39,000	(400,000)	(91.12%)	39,000	-	0.00%	
<b>Total Grant Program</b>	-	-	-	0.00%	-	-	0.00%	
<b>Total Economic Development</b>	\$ 348,265	\$ 1,098,959	\$ 750,694	215.55%	\$ 1,127,581	\$ 28,622	2.60%	



**Note: Explanation of Change**

- (1) Increase anticipates revenue from external use for small business incubator space.
- (2) Decrease reflects end of County of Simcoe grant program partially offset by expected other grant revenues.
- (3) Addition of a full time permanent Investment Accelerator and Marketing Wizard, salary progression, employment agreements, economic adjustments, and changes in benefit costs previously funded from year end operating surplus.
- (4) Increase in 2019 to support new Economic Development initiatives.
- (5) Increase related to office and incubator space operating costs for enhanced Economic Development initiatives.
- (6) Decrease reflects elimination of the physician recruitment contributions for Barrie & Alliston programmes.
- (7) Community Improvement Program (CIP) ended in 2018.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	2.00	4.00	4.00
Non-Permanent	-	-	-
Students	-	-	-
Total	2.00	4.00	4.00

## Leisure Services: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Leisure Services</b>								
Revenue								
Registration & Facility Fees	(224,500)	(238,640)	(14,140)	6.30%	(262,240)	(23,600)	9.89%	(1)
User Fees, Licences and Fines	-	(3,000)	(3,000)	100.00%	(8,000)	(5,000)	166.67%	(2)
Other	(19,500)	(16,500)	3,000	(15.38%)	(16,500)	-	0.00%	
<b>Total Revenue</b>	<b>(244,000)</b>	<b>(258,140)</b>	<b>(14,140)</b>	<b>5.80%</b>	<b>(286,740)</b>	<b>(28,600)</b>	<b>11.08%</b>	
Expenditures								
Wages & Benefits	498,801	583,632	84,831	17.01%	629,209	45,577	7.81%	(3)
Materials & Supplies	97,189	84,939	(12,250)	(12.60%)	94,019	9,080	10.69%	(4)
Utilities	4,250	3,250	(1,000)	(23.53%)	3,250	-	0.00%	
Contracted Services	88,050	258,650	170,600	193.75%	263,250	4,600	1.78%	(5)
Rents & Financial	3,850	3,850	-	0.00%	4,300	450	11.69%	
Internal Recoveries/Transfers	41,805	41,805	-	0.00%	41,805	-	0.00%	
<b>Total Expenditures</b>	<b>733,945</b>	<b>976,126</b>	<b>242,181</b>	<b>33.00%</b>	<b>1,035,833</b>	<b>59,707</b>	<b>6.12%</b>	
<b>Total Leisure Services</b>	<b>489,945</b>	<b>717,986</b>	<b>228,041</b>	<b>46.54%</b>	<b>749,093</b>	<b>31,107</b>	<b>4.33%</b>	
<b>Grant Program</b>								
Revenue								
Other	(112,000)	(120,000)	(8,000)	7.14%	(120,000)	-	0.00%	
Transfer from Reserve & Reserve Funds	(70,000)	(70,000)	-	0.00%	(70,000)	-	0.00%	
<b>Total Revenue</b>	<b>(182,000)</b>	<b>(190,000)</b>	<b>(8,000)</b>	<b>4.40%</b>	<b>(190,000)</b>	<b>-</b>	<b>0.00%</b>	
Expenditures								
Materials & Supplies	182,000	190,000	8,000	4.40%	190,000	-	0.00%	
<b>Total Expenditures</b>	<b>182,000</b>	<b>190,000</b>	<b>8,000</b>	<b>4.40%</b>	<b>190,000</b>	<b>-</b>	<b>0.00%</b>	
<b>Total Grant Program</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	
<b>Total Leisure Services</b>	<b>\$ 489,945</b>	<b>\$ 717,986</b>	<b>\$ 228,041</b>	<b>46.54%</b>	<b>\$ 749,093</b>	<b>\$ 31,107</b>	<b>4.33%</b>	

### Note: Explanation of Change

- (1) Reflects an anticipated increase in programs and camp registration for non-permanent positions to staff the Innisfil Recreation Centre (IRC) counter.
- (2) Increase related to rental of new Mobile Youth Centre.
- (3) Increase in camp staff hours, addition of 6 Mobile Youth Centre Summer Coordinators, salary progression, employment agreements, economic adjustments, and changes in benefit costs. Increase also includes the addition of non-permanent positions to staff the IRC counter, and the request to convert the Project Coordinator Contract position to a full time permanent position (see Note 1).
- (4) Reallocation of annual software maintenance fees to contracted services.
- (5) Includes: contracted costs in 2019 to program the Community Kitchen at the RHC; increase in costs to purchase equipment for the Mobile Youth Centre and summer camps; reallocation of software annual maintenance fees (see Note 4).

### Staff Complement

	Approved	Approved	
	2018	2019	2020
Permanent	4.00	5.00	5.00
Non-Permanent	1.00	0.91	0.91
Students	2.98	4.35	5.15
Total	7.98	10.26	11.06

## Engineering: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Engineering Services</b>								
Revenue								
User Fees, Licences and Fines	(1,400)	(1,400)	-	0.00%	(1,400)	-	0.00%	
External Recoveries	(1,440,148)	(2,171,746)	(731,598)	50.80%	(2,235,208)	(63,462)	2.92%	<b>(1)</b>
<b>Total Revenue</b>	<b>(1,441,548)</b>	<b>(2,173,146)</b>	<b>(731,598)</b>	<b>50.75%</b>	<b>(2,236,608)</b>	<b>(63,462)</b>	<b>2.92%</b>	
Expenditures								
Wages & Benefits	1,748,891	2,773,237	1,024,346	58.57%	2,804,251	31,014	1.12%	<b>(2)</b>
Materials & Supplies	113,855	133,295	19,440	17.07%	133,946	651	0.49%	<b>(3)</b>
Utilities	15,000	24,900	9,900	66.00%	25,227	327	1.31%	<b>(3)</b>
Contracted Services	211,000	211,000	-	0.00%	211,229	229	0.11%	
Internal Recoveries/Transfers	(462,448)	(649,739)	(187,291)	40.50%	(668,968)	(19,229)	2.96%	<b>(4)</b>
<b>Total Expenditures</b>	<b>1,626,298</b>	<b>2,492,693</b>	<b>866,395</b>	<b>53.27%</b>	<b>2,505,685</b>	<b>12,992</b>	<b>0.52%</b>	
<b>Total Engineering Services</b>	<b>\$ 184,750</b>	<b>\$ 319,547</b>	<b>\$ 134,797</b>	<b>72.96%</b>	<b>\$ 269,077</b>	<b>\$ (50,470)</b>	<b>(15.79%)</b>	

### Note: Explanation of Change

- (1)** Reflects an increase in external billings related to new staff in 2019 and inflationary increase to staff billing rates in the user fees and charges by-law.
- (2)** 2019 captures 2017 & 2018 in-year approvals (budget not adjusted at that time) for: 7 full time permanent Engineering positions (includes 2 Leader positions), 1 contract Development Engineer, 1 contract Capital Project Manager position, partially offset by the elimination of the budgeted amount for the Manager of Engineering position (position remains as an FTE and will be repurposed). 2019 & 2020 also includes salary progression, employment agreements, economic adjustments, and changes in benefit costs. **Note: revenue increase reflects additional recovery for new staff hired in 2017 & 2018 ensuring growth pays for growth.**

**(3)** Increase in 2019 due to education and development, office supplies, professional dues and memberships, and telephone costs related to the 2017 & 2018 in year approval of new staff. 2020 increase reflects inflationary increases.

**(4)** Increase in recoveries from capital projects reflecting additional staff approved in 2017 & 2018 offset by an increase in corporate overhead recovery charge for 2019/2020.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	18.00	18.00	18.00
Non-Permanent	2.00	4.00	3.26
Students	2.00	2.00	2.00
Total	22.00	24.00	23.26

## Finance: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Finance</b>								
Revenue								
User Fees, Licences and Fines	(139,802)	(209,409)	(69,607)	49.79%	(227,056)	(17,647)	8.43%	(1)
External Recoveries	(168,600)	(123,600)	45,000	(26.69%)	(123,600)	-	0.00%	(2)
<b>Total Revenue</b>	<b>(308,402)</b>	<b>(333,009)</b>	<b>(24,607)</b>	<b>7.98%</b>	<b>(350,656)</b>	<b>(17,647)</b>	<b>5.30%</b>	
Expenditures								
Wages & Benefits	1,608,061	1,694,515	86,454	5.38%	1,744,281	49,766	2.94%	(3)
Materials & Supplies	185,185	176,767	(8,418)	(4.55%)	179,107	2,340	1.32%	(4)
Utilities	27,119	27,179	60	0.22%	27,179	-	0.00%	
Contracted Services	23,638	23,893	255	1.08%	23,543	(350)	(1.46%)	
Rents & Financial	6,535	6,535	-	0.00%	6,535	-	0.00%	
Internal Recoveries/Transfers	(107,979)	(112,981)	(5,002)	4.63%	(124,981)	(12,000)	10.62%	(5)
<b>Total Expenditures</b>	<b>1,742,559</b>	<b>1,815,908</b>	<b>73,349</b>	<b>4.21%</b>	<b>1,855,664</b>	<b>39,756</b>	<b>2.19%</b>	
<b>Total Finance</b>	<b>\$ 1,434,157</b>	<b>\$ 1,482,899</b>	<b>\$ 48,742</b>	<b>3.40%</b>	<b>\$ 1,505,008</b>	<b>\$ 22,109</b>	<b>1.49%</b>	

### Note: Explanation of Change

- (1) Reflects an increase in existing administration fees recovery and a variety of new fees added to the 2019/2020 user fees and charges by-law.
- (2) Adjusted for a reduction in recoveries from InnServices Utilities Inc. for transition accounting support.
- (3) 2019 reflects 2 additional student co-op terms to meet workload needs and grid level adjustments. 2019 & 2020 include salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (4) Decrease in photocopy costs based on 2018 actuals.

(5) Increase in capital recoveries for procurement activities.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	16.00	16.00	16.00
Non-Permanent	-	-	-
Students	0.33	1.00	1.00
Total	16.33	17.00	17.00

## Fire: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Fire</b>								
Revenue								
Permits & Other Development Fees	(9,500)	(9,500)	-	0.00%	(9,500)	-	0.00%	
User Fees, Licences and Fines	(68,000)	(86,000)	(18,000)	26.47%	(86,000)	-	0.00%	<b>(1)</b>
External Recoveries	(63,518)	(72,018)	(8,500)	13.38%	(72,018)	-	0.00%	<b>(2)</b>
Transfer from Reserve & Reserve Funds	(636,854)	(1,012,699)	(375,845)	59.02%	(1,002,789)	9,910	(0.98%)	<b>(3)</b>
<b>Total Revenue</b>	<b>(777,872)</b>	<b>(1,180,217)</b>	<b>(402,345)</b>	<b>51.72%</b>	<b>(1,170,307)</b>	<b>9,910</b>	<b>(0.84%)</b>	
Expenditures								
Wages & Benefits	4,776,002	5,864,807	1,088,805	22.80%	6,634,838	770,031	13.13%	<b>(4)</b>
Materials & Supplies	455,059	513,196	58,137	12.78%	534,564	21,368	4.16%	<b>(5)</b>
Utilities	114,414	97,878	(16,536)	(14.45%)	107,454	9,576	9.78%	<b>(6)</b>
Contracted Services	131,551	131,551	-	0.00%	128,551	(3,000)	(2.28%)	
Long term debt - Principal & Interest	636,854	921,813	284,959	44.74%	899,063	(22,750)	(2.47%)	<b>(7)</b>
Transfer to Reserve & Reserve Funds	56,870	56,870	-	0.00%	56,870	-	0.00%	
Internal Recoveries/Transfers	-	-	-	0.00%	-	-	0.00%	
<b>Total Expenditures</b>	<b>6,170,750</b>	<b>7,586,115</b>	<b>1,415,365</b>	<b>22.94%</b>	<b>8,361,340</b>	<b>775,225</b>	<b>10.22%</b>	
<b>Total Fire</b>	<b>\$ 5,392,878</b>	<b>\$ 6,405,898</b>	<b>\$ 1,013,020</b>	<b>18.78%</b>	<b>\$ 7,191,033</b>	<b>\$ 785,135</b>	<b>12.26%</b>	

### Note: Explanation of Change

**(1)** Increase in 2019 for Ministry of Transportation of Ontario (MTO) and fire call out chargeback revenue.

**(2)** Addition of revenue from County of Simcoe related to the leasing of space at Station 1 in Alcona.



- (3) Increase in 2019: funding from Building Code Reserve to offset Fire Inspector 3 year contract position previously approved by council; addition of development charges funding for the anticipated debt servicing cost of the Big Bay Point Fire Station.
- (4) 2019 includes: annualized cost of 12 firefighters approved in 2018 budget (staggered start dates); addition of a 3 year contract Fire Inspector position approved by Council in 2018 (see note 3); additional 8 full time permanent firefighters effective Oct 1,2019. 2019 & 2020 include salary progression, employment agreements, economic adjustments, and changes in benefit costs, partially offset by a decrease in Volunteer Firefighters costs. 2020 also reflects full year impact of 8 staff approved for Oct 1, 2019.
- (5) Increase related to vehicles, facility maintenance and insurance costs historical actual spending.
- (6) 2019 utility costs reduced to reflect Oct 2019 opening of Big Bay Point Station (originally anticipated for 2018); full year impact included for 2020.
- (7) Increase in long term debt to finance the Big Bay Point Fire Station in 2019. The change in 2020 reflects the reduction in interest charges.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	38.00	46.00	46.00
Non-Permanent	105.00	99.48	99.48
Students	0.25	0.25	0.25
Total	143.25	145.73	145.73

## People & Talent: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>People &amp; Talent</b>								
Revenue								
External Recoveries	(67,500)	(67,500)	-	0.00%	(67,500)	-	0.00%	
<b>Total Revenue</b>	(67,500)	(67,500)	-	0.00%	(67,500)	-	0.00%	
Expenditures								
Wages & Benefits	598,894	651,627	52,733	8.81%	676,858	25,231	3.87%	(1)
Materials & Supplies	125,633	136,133	10,500	8.36%	130,892	(5,241)	(3.85%)	(2)
Utilities	4,000	4,000	-	0.00%	4,000	-	0.00%	
Contracted Services	69,969	59,469	(10,500)	(15.01%)	59,469	-	0.00%	(3)
<b>Total Expenditures</b>	798,496	851,229	52,733	6.60%	871,219	19,990	2.35%	
<b>Total People &amp; Talent</b>	\$ 730,996	\$ 783,729	\$ 52,733	7.21%	\$ 803,719	\$ 19,990	2.55%	

### Note: Explanation of Change

- (1) 2019 & 2020 changes reflect salary progression, employment agreements, economic adjustments, and changes in benefit costs. 2019 includes grid level adjustments.
- (2) Reflects increased investment in corporate employee learning and development initiatives and wellness programs.
- (3) Reduced external assistance costs as previous planned strategic project completed.

### Staff Complement

	Approved 2018	Approved	
		2019	2020
Permanent	5.00	5.00	5.00
Non-Permanent	-	-	-
Students	0.33	0.33	0.33
<b>Total</b>	<b>5.33</b>	<b>5.33</b>	<b>5.33</b>

## Legal & Clerks: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Legal &amp; Clerk Services</b>								
Legal								
Revenue								
User Fees, Licences and Fines	(3,500)	(4,500)	(1,000)	28.57%	(4,560)	(60)	1.33%	
External Recoveries	(219,400)	(219,400)	-	0.00%	(223,426)	(4,026)	1.84%	
<b>Total Revenue</b>	<b>(222,900)</b>	<b>(223,900)</b>	<b>(1,000)</b>	<b>0.45%</b>	<b>(227,986)</b>	<b>(4,086)</b>	<b>1.82%</b>	
Expenditures								
Wages & Benefits	501,226	512,543	11,317	2.26%	531,978	19,435	3.79%	(1)
Materials & Supplies	184,133	202,776	18,643	10.12%	206,862	4,086	2.02%	(2)
Utilities	1,200	1,200	-	0.00%	1,200	-	0.00%	
Contracted Services	246,600	240,344	(6,256)	(2.54%)	240,344	-	0.00%	
Internal Recoveries/Transfers	(26,398)	(11,999)	14,399	(54.55%)	(11,999)	-	0.00%	(3)
<b>Total Expenditures</b>	<b>906,761</b>	<b>944,864</b>	<b>38,103</b>	<b>4.20%</b>	<b>968,385</b>	<b>23,521</b>	<b>2.49%</b>	
<b>Total Legal</b>	<b>683,861</b>	<b>720,964</b>	<b>37,103</b>	<b>5.43%</b>	<b>740,399</b>	<b>19,435</b>	<b>2.70%</b>	

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
Clerks								
Revenue								
Permits & Other Development Fees	(2,975)	(3,150)	(175)	5.88%	(3,250)	(100)	317.46%	<b>(4)</b>
User Fees, Licences and Fines	(27,300)	(36,980)	(9,680)	35.46%	(42,095)	(5,115)	13.83%	
Other	(24,000)	(24,000)	-	0.00%	(24,000)	-	0.00%	
Transfer from Reserve & Reserve Funds	(15,000)	(15,000)	-	0.00%	(15,000)	-	0.00%	
<b>Total Revenue</b>	<b>(69,275)</b>	<b>(79,130)</b>	<b>(9,855)</b>	<b>14.23%</b>	<b>(84,345)</b>	<b>(5,215)</b>	<b>6.59%</b>	
Expenditures								
Wages & Benefits	434,137	402,034	(32,103)	(7.39%)	445,887	43,853	10.91%	<b>(5)</b>
Materials & Supplies	68,418	67,560	(858)	(1.25%)	67,360	(200)	(0.30%)	
Utilities	2,293	1,200	(1,093)	(47.67%)	1,200	-	0.00%	
Contracted Services	3,550	5,141	1,591	44.82%	3,556	(1,585)	(30.83%)	
Internal Recoveries/Transfers	(47,477)	-	47,477	(100.00%)	-	-	0.00%	<b>(7)</b>
<b>Total Expenditures</b>	<b>460,921</b>	<b>475,935</b>	<b>15,014</b>	<b>3.26%</b>	<b>518,003</b>	<b>42,068</b>	<b>8.84%</b>	
<b>Total Clerks</b>	<b>391,646</b>	<b>396,805</b>	<b>5,159</b>	<b>1.32%</b>	<b>433,658</b>	<b>36,853</b>	<b>9.29%</b>	

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
Elections								
Revenue								
Transfer from Reserve & Reserve Funds	(179,438)	-	179,438	(100.00%)	-	-	0.00%	
<b>Total Revenue</b>	(179,438)	-	179,438	(100.00%)	-	-	0.00%	
Expenditures								
Wages & Benefits	64,533	-	(64,533)	(100.00%)	-	-	0.00%	
Materials & Supplies	74,905	550	(74,355)	(99.27%)	550	-	0.00%	
Contracted Services	40,000	-	(40,000)	(100.00%)	-	-	0.00%	
Transfer to Reserve & Reserve Funds	52,000	-	(52,000)	(100.00%)	-	-	0.00%	(6)
Internal Recoveries/Transfers	47,475	-	(47,475)	(100.00%)	-	-	0.00%	(7)
<b>Total Expenditures</b>	278,913	550	(278,363)	(99.80%)	550	-	0.00%	
<b>Total Elections</b>	99,475	550	(98,925)	(99.45%)	550	-	0.00%	
Council & Committees								
Revenue								
User Fees, Licences and Fines	(100)	(100)	-	0.00%	(100)	-	0.00%	
<b>Total Revenue</b>	(100)	(100)	-	0.00%	(100)	-	0.00%	
Expenditures								
Wages & Benefits	318,442	430,070	111,628	35.05%	437,375	7,305	1.70%	(8)
Materials & Supplies	66,910	57,616	(9,294)	(13.89%)	51,616	(6,000)	(10.41%)	
Utilities	10,491	7,500	(2,991)	(28.51%)	7,500	-	0.00%	
Contracted Services	10,000	20,000	10,000	100.00%	20,000	-	0.00%	(9)
<b>Total Expenditures</b>	405,843	515,186	109,343	26.94%	516,491	1,305	0.25%	
<b>Total Council &amp; Committees</b>	405,743	515,086	109,343	26.95%	516,391	1,305	0.25%	
<b>Total Legal &amp; Clerk Services</b>	\$ 1,580,725	\$ 1,633,405	\$ 52,680	3.33%	\$ 1,690,998	\$ 57,593	3.53%	

**Note: Explanation of Change**

- (1) 2019 & 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (2) Addition in 2019 of cyber risk insurance policy and legal costs for real estate fees (surveys + appraisals).
- (3) Decrease due to corporate overheads being allocated for amounts included in external recoveries not included in previous budget.
- (4) Increase related to higher volumes in civil marriage ceremonies performed and marriage licenses issued.
- (5) 2019 reflects reallocation of staff resource costs between Clerks and Council to reflect where staff support is being provided offset by salary progression, employment agreements, economic adjustments, and changes in benefit costs for 2019 & 2020.
- (6) Transfer to election reserve eliminated - will be addressed in future surplus allocations or 2022 election funded from tax rate stabilization reserve.
- (7) Change in overhead allocation to Election account - no election activity to occur in 2019 through 2021.
- (8) Council support related to addition in CAO's Office for a full time permanent Council Admin Assistant; 2019 & 2020 salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (9) Increase in costs related to the Integrity Commissioner requirements.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	9.00	9.00	9.00
Non-Permanent	1.00	-	-
Students	-	-	-
Total	10.00	9.00	9.00

## Information Technology: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Information Technology</b>								
Revenue								
External Recoveries	(152,162)	(154,760)	(2,598)	1.71%	(156,140)	(1,380)	0.89%	
<b>Total Revenue</b>	(152,162)	(154,760)	(2,598)	1.71%	(156,140)	(1,380)	0.89%	
Expenditures								
Wages & Benefits	787,193	801,060	13,867	1.76%	822,209	21,149	2.64%	<b>(1)</b>
Materials & Supplies	189,683	179,092	(10,591)	(5.58%)	179,400	308	0.17%	<b>(2)</b>
Utilities	5,815	5,180	(635)	(10.92%)	5,180	-	0.00%	
Contracted Services	135,460	141,200	5,740	4.24%	137,800	(3,400)	(2.41%)	<b>(3)</b>
Transfer to Reserve & Reserve Funds	110,000	117,000	7,000	6.36%	119,500	2,500	2.14%	<b>(4)</b>
Internal Recoveries/Transfers	-	(2,500)	(2,500)		(5,000)	(2,500)	100.00%	<b>(5)</b>
<b>Total Expenditures</b>	1,228,151	1,241,032	12,881	1.05%	1,259,089	18,057	1.45%	
<b>Total Information Technology</b>	\$ 1,075,989	\$ 1,086,272	\$ 10,283	0.96%	\$ 1,102,949	\$ 16,677	1.54%	

### Note: Explanation of Change

- (1)** Reflects internal transfer of full time permanent Business Performance Specialist position to the CAO's office; addition of a contract Business Systems Specialist position. 2019 & 2020 also include salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (2)** Decrease in education & development, software, and annual maintenance fees to reflect historical spending.
- (3)** Increases in external IT services.
- (4)** Increase transfer to Computer Replacement Reserve to reflect increased staff complement replacement needs.

(5) Recovery of staff time working on capital projects.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	7.00	6.00	6.00
Non-Permanent	1.00	2.00	2.00
Students	-	-	-
Total	8.00	8.00	8.00



## Operations: Department Budget by Revenues & Expenditures

	2018		2019		2020			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Operations</b>								
Revenue								
Registration & Facility Fees	(1,813,075)	(2,490,040)	(676,965)	37.34%	(2,511,290)	(21,250)	0.85%	(1)
Permits & Other Development Fees	(80,250)	(123,990)	(43,740)	54.50%	(123,990)	-	0.00%	(2)
User Fees, Licences and Fines	(136,825)	(242,175)	(105,350)	77.00%	(242,925)	(750)	0.31%	(3)
External Recoveries	(1,037,523)	(1,119,190)	(81,667)	7.87%	(1,292,651)	(173,461)	15.50%	(4)
Other	(70,068)	(304,864)	(234,796)	335.10%	(304,864)	-	0.00%	(5)
Transfer from Reserve & Reserve Funds	(2,812,137)	(2,588,101)	224,036	(7.97%)	(2,472,528)	115,573	(4.47%)	(6)
<b>Total Revenue</b>	<b>(5,949,878)</b>	<b>(6,868,360)</b>	<b>(918,482)</b>	<b>15.44%</b>	<b>(6,948,248)</b>	<b>(79,888)</b>	<b>1.16%</b>	
Expenditures								
Wages & Benefits	5,372,628	5,833,447	460,819	8.58%	6,134,806	301,359	5.17%	(7)
Materials & Supplies	4,220,465	4,520,659	300,194	7.11%	4,607,931	87,272	1.93%	(8)
Utilities	2,129,633	2,084,144	(45,489)	(2.14%)	2,110,891	26,747	1.28%	
Contracted Services	389,911	477,358	87,447	22.43%	439,654	(37,704)	(7.90%)	(9)
Rents & Financial	6,000	108,000	102,000	1,700.00%	108,000	-	0.00%	(10)
Long term debt - Principal & Interest	4,279,445	4,159,522	(119,923)	(2.80%)	4,064,308	(95,214)	(2.29%)	(11)
Transfer to Reserve & Reserve Funds	60,007	60,007	-	0.00%	60,007	-	0.00%	
Internal Recoveries/Transfers	(260,374)	(258,777)	1,597	(0.61%)	(258,777)	-	0.00%	
<b>Total Expenditures</b>	<b>16,197,715</b>	<b>16,984,360</b>	<b>786,645</b>	<b>4.86%</b>	<b>17,266,820</b>	<b>282,460</b>	<b>1.66%</b>	
<b>Total Operations</b>	<b>\$ 10,247,837</b>	<b>\$ 10,116,000</b>	<b>\$ (131,837)</b>	<b>(1.29%)</b>	<b>\$ 10,318,572</b>	<b>\$ 202,572</b>	<b>2.00%</b>	

### Note: Explanation of Change

- (1) Addition in 2019 of lease income from Rizzardo Health & Wellness Centre; anticipated revenues from rate increase for Innisfil Beach parking lots.
- (2) Increase permit revenue for road occupancy, municipal consent and overweight vehicle based on activity and changes in the user fees and charges by-law.

- (3) Increase in facility revenue for 2019.
- (4) Increase reflects projected external recoveries.
- (5) Maintenance, Insurance, and Taxes recovery from tenants in the Rizzardo Health & Wellness Centre.
- (6) Decrease reflects adjustment to development charge revenues needed for debt servicing costs of the salt management facility and operations building.
- (7) Increase in 2019: addition of approved full time permanent Fleet Admin Assistant; permanent full time Lube & Oil Technician, Automotive Technician; 1 part time permanent and 2 full time permanent Facility Operators for the Rizzardo Health & Wellness Centre. 2019 & 2020 include: full year impact of 2018 & 2019 new staff respectively, salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (8) Increase in 2019 is primarily due to higher insurance costs and various purchased services including the outdoor ice rink in Cookstown. Increase in 2020 is primarily due to the inflationary increase in insurance and the cost of repainting/maintaining green bike lanes.
- (9) Addition of various contracted services related to Rizzardo Health & Wellness Centre.
- (10) Addition of the property taxes related to Rizzardo Health & Wellness Centre.
- (11) Decrease in 2019 reflects reduced interest costs for existing issued debt, a reduction in the salt management facility and operations building debt servicing costs projected to be incurred when formal debt issues but offset by an increase for new long term debt to be incurred for the Rizzardo Health and Wellness Centre. 2020 decrease reflects further reduced interest costs as existing debt is paid off.

**Staff Complement**

	Approved 2018	Approved	
		2019	2020
Permanent	50.00	55.63	55.63
Non-Permanent	10.98	10.38	10.38
Students	13.02	13.02	13.02
Total	74.00	79.03	79.03

## Planning: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Planning</b>								
Revenue								
Permits & Other Development Fees	(188,953)	(234,300)	(45,347)	24.00%	(236,374)	(2,074)	88.52%	<b>(1)</b>
User Fees, Licences and Fines	(31,000)	(38,410)	(7,410)	23.90%	(39,243)	(833)	2.17%	<b>(2)</b>
External Recoveries	(235,977)	(240,481)	(4,504)	1.91%	(250,077)	(9,596)	3.99%	
<b>Total Revenue</b>	<b>(455,930)</b>	<b>(513,191)</b>	<b>(57,261)</b>	<b>12.56%</b>	<b>(525,694)</b>	<b>(12,503)</b>	<b>2.44%</b>	
Expenditures								
Wages & Benefits	761,230	741,168	(20,062)	(2.64%)	761,096	19,928	2.69%	<b>(3)</b>
Materials & Supplies	47,520	55,020	7,500	15.78%	55,020	-	0.00%	
Utilities	2,400	2,400	-	0.00%	2,400	-	0.00%	
Contracted Services	15,000	14,500	(500)	(3.33%)	14,500	-	0.00%	
Internal Recoveries/Transfers	26,831	(41,148)	(67,979)	(253.36%)	(40,866)	282	(0.69%)	<b>(4)</b>
<b>Total Expenditures</b>	<b>852,981</b>	<b>771,940</b>	<b>(81,041)</b>	<b>(9.50%)</b>	<b>792,150</b>	<b>20,210</b>	<b>2.62%</b>	
<b>Total Planning</b>	<b>\$ 397,051</b>	<b>\$ 258,749</b>	<b>\$ (138,302)</b>	<b>(34.83%)</b>	<b>\$ 266,456</b>	<b>\$ 7,707</b>	<b>2.98%</b>	

### Note: Explanation of Change

**(1)** Increase in planning fees.

**(2)** Increase in user fees and addition of new fees (i.e.: Condo Fee).

**(3)** Reallocation of staff time from Planning to Transit, salary progression, employment agreements, economic adjustments, and changes in benefit costs.

**(4)** Increase in 2019 for additional recoveries of staff time from capital projects.

**Staff Complement**

	Approved	Approved	
	2018	2019	2020
Permanent	6.60	6.60	6.60
Non-Permanent	-	-	-
Students	0.67	0.67	0.67
Total	7.27	7.27	7.27

## Transit: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Transit</b>								
Revenue								
External Recoveries	-	(475,000)	(475,000)	100.00%	(475,000)	-	0.00%	<b>(1)</b>
Other	-	(300,000)	(300,000)	100.00%	(300,000)	-	0.00%	<b>(2)</b>
Transfer from Reserve & Reserve Funds	(175,000)	(325,000)	(150,000)	85.71%	(156,696)	168,304	(51.79%)	<b>(3)</b>
<b>Total Revenue</b>	(175,000)	(1,100,000)	(925,000)	528.57%	(931,696)	168,304	(15.30%)	
Expenditures								
Wages & Benefits	-	40,874	40,874	100.00%	41,688	814	1.99%	<b>(4)</b>
Contracted Services	350,000	1,275,000	925,000	264.29%	1,275,000	-	0.00%	<b>(5)</b>
<b>Total Expenditures</b>	350,000	1,315,874	965,874	275.96%	1,316,688	814	0.06%	
<b>Total Transit</b>	\$ 175,000	\$ 215,874	\$ 40,874	23.36%	\$ 384,992	\$ 169,118	78.34%	

### Note: Explanation of Change

- (1)** Fare revenues reflected in budget now that services are fully operational - previously undetermined.
- (2)** Reflects anticipated Provincial Gas Tax Funding levels based on ridership and fare revenue projections.
- (3)** Increase in 2019 to reflect the funding eligible from Development Charges (2018 study). Decrease in 2020 due to removal reliance on Alternative Revenue Source (ARS) reserve funding.
- (4)** Reallocation of staff time from Planning to Transit, salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (5)** Increase in 2019 to reflect the gross cost of service before fares and subsidies applied.

## Corporate & Other: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Corporate and Other</b>								
Revenue								
*PIL and Supplementary Taxes	(1,298,884)	(1,536,884)	(238,000)	18.32%	(1,536,884)	-	0.00%	<b>(1)</b>
User Fees, Licences and Fines	(43,000)	(63,000)	(20,000)	46.51%	(70,000)	(7,000)	11.11%	
Penalties & Interest	(955,000)	(983,000)	(28,000)	2.93%	(983,000)	-	0.00%	
Interest & Dividends	(315,000)	(708,279)	(393,279)	124.85%	(704,271)	4,008	(0.57%)	<b>(2)</b>
OLG Gaming Revenue	(4,900,000)	(5,000,000)	(100,000)	2.04%	(5,000,000)	-	0.00%	<b>(3)</b>
External Recoveries	(14,000)	(16,000)	(2,000)	14.29%	(16,000)	-	0.00%	
Other	(237,430)	(272,592)	(35,162)	14.81%	(253,098)	19,494	(7.15%)	
<b>Total Revenue</b>	(7,763,314)	(8,579,755)	(816,441)	10.52%	(8,563,253)	16,502	(0.19%)	
Expenditures								
Materials & Supplies	43,907	-	(43,907)	(100.00%)	-	-	0.00%	
Transfer to Reserve & Reserve Funds	7,271,962	7,544,181	272,219	3.74%	7,581,784	37,603	0.50%	<b>(4)</b>
Internal Recoveries/Transfers	(852,539)	(965,943)	(113,404)	13.30%	(988,670)	(22,727)	2.35%	<b>(5)</b>
<b>Total Expenditures</b>	6,463,330	6,578,238	114,908	1.78%	6,593,114	14,876	0.23%	
<b>Total Corporate and Other</b>	\$ (1,299,984)	\$ (2,001,517)	\$ (701,533)	53.96%	\$ (1,970,139)	\$ 31,378	(1.57%)	

\*\* Payment-in-lieu of taxes for other governments and agencies not considered as property taxes

### Note: Explanation of Change

**(1)** Increased supplementary and omitted taxation revenue.

**(2)** 2019 reflects increased interest income on cash and investment portfolio reflecting current financial market conditions.

- (3)** Increase in OLG revenue based on 2018 actuals (note this amount is transferred to reserves and as no net impact on tax rates).
- (4)** Reflects additional funds from OLG transferred to ARS to be used for non-growth portion of capital projects.
- (5)** Increase internal corporate transfers to/from departments to reflect recovery of admin costs through external billing rates.

## Local Boards & Authorities: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Conservation Authorities</b>								
Lake Simcoe Region Conservation Authority	403,176	389,247	(13,929)	(3.45%)	405,150	15,903	4.09%	
Less: Transfer from Reserve & Reserve Funds	(25,451)	-	25,451	(100.00%)	-	-	-	
<b>Total Lake Simcoe Region Conservation Authority</b>	377,725	389,247	11,522	3.05%	405,150	15,903	4.09%	
Nottawasaga Valley Conservation Authority	157,061	175,650	18,589	11.84%	181,150	5,500	3.13%	
Less: Recoveries from water rates	(93,004)	(93,004)	-	0.00%	(93,004)	-	0.00%	
<b>Total Conservation Authorities</b>	\$ 441,782	\$ 471,893	\$ 30,111	6.82%	\$ 493,296	\$ 21,403	4.54%	



## Library: Department Budget by Revenues & Expenditures

	2018 Approved Budget	Approved Budget	2019 Year to Year \$ Change	Year to Year % Change	Approved Budget	2020 Year to Year \$ Change	Year to Year % Change	Note
<b>Library</b>								
Revenue								
Registration & Facility Fees	(4,000)	(8,699)	(4,699)	117.48%	(8,699)	-	0.00%	<b>(1)</b>
User Fees, Licences and Fines	(50,300)	(66,300)	(16,000)	31.81%	(66,300)	-	0.00%	
Other	(45,922)	(45,922)	-	0.00%	(45,922)	-	0.00%	
Transfer from Reserve & Reserve Funds	(696,182)	(624,861)	71,321	(10.24%)	(609,831)	15,030	(2.41%)	
<b>Total Revenue</b>	<b>(796,404)</b>	<b>(745,782)</b>	<b>50,622</b>	<b>(6.36%)</b>	<b>(730,752)</b>	<b>15,030</b>	<b>(2.02%)</b>	
Expenditures								
Wages & Benefits	2,712,904	2,774,598	61,694	2.27%	2,862,867	88,269	3.18%	<b>(2)</b>
Materials & Supplies	477,508	481,314	3,806	0.80%	481,314	-	0.00%	
Utilities	134,349	117,870	(16,479)	(12.27%)	117,870	-	0.00%	<b>(3)</b>
Contracted Services	118,378	88,282	(30,096)	(25.42%)	88,786	504	0.57%	<b>(4)</b>
Rents & Financial	3,981	4,481	500	12.56%	4,481	-	0.00%	
Long term debt - Principal & Interest	696,180	624,858	(71,322)	(10.24%)	609,831	(15,027)	(2.40%)	
Internal Recoveries/Transfers	(2,700)	(2,700)	-	0.00%	(2,700)	-	0.00%	
<b>Total Expenditures</b>	<b>4,140,600</b>	<b>4,088,703</b>	<b>(51,897)</b>	<b>(1.25%)</b>	<b>4,162,449</b>	<b>73,746</b>	<b>1.80%</b>	
<b>Total Library Tax Levy Requirement</b>	<b>3,344,196</b>	<b>3,342,921</b>	<b>(1,275)</b>	<b>(0.04%)</b>	<b>3,431,697</b>	<b>88,776</b>	<b>2.66%</b>	
Town Contribution	(3,344,196)	(3,342,921)	1,275	(0.04%)	(3,431,697)	(88,776)	2.66%	
<b>Total Library</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>		

### Note: Explanation of Change

**(1)** Increase in revenue related to technology training programs.

- (2) Addition of a non-permanent position, salary progression, employment agreements, economic adjustments, and changes in benefit costs.
- (3) Reflects adjustments to utility costs for the Lakeshore Branch based on historical actual spending.
- (4) Decrease in cleaning costs to reflect recent new contract pricing.

**Staff Complement - Library**

	Approved	Approved	
	2018	2019	2020
Permanent	22.00	22.00	22.00
Non-Permanent	8.32	8.89	8.89
Students	1.89	1.89	1.89
Total	32.21	32.78	32.78

## Summary of Approved Staff Complement (Full Time Equivalents -FTEs)

Service Area	2018 Approved FTEs			2019 Approved FTEs			2020 Approved FTEs		
	Permanent	Non-Permanent	Students	Permanent	Non-Permanent	Students	Permanent	Non-Permanent	Students
Office of the CAO	5.00			7.00	1.50		7.00	1.00	
Communications	3.00			3.00	0.70		3.00	0.70	
Community Development Standards Branch	20.00		3.35	20.00	1.00	3.35	20.00	1.00	3.35
Customer Service	7.00	0.49		7.00	0.49		7.00	0.49	
Economic Development	2.00			4.00			4.00		
Leisure Services	4.00	1.00	2.98	5.00	0.91	4.35	5.00	0.91	5.15
Engineering Services	18.00	2.00	2.00	18.00	4.00	2.00	18.00	3.26	2.00
Financial Services	16.00		0.33	16.00		1.00	16.00		1.00
Fire & Rescue Services	38.00	105.00	0.25	46.00	99.48	0.25	46.00	99.48	0.25
People & Talent Services	5.00		0.33	5.00		0.33	5.00		0.33
Information Technology	7.00	1.00		6.00	2.00		6.00	2.00	
Legal & Clerks Services	9.00	1.00		9.00			9.00		
Council		9.00			9.00			9.00	
Operations	50.00	10.98	13.02	55.63	10.38	13.02	55.63	10.38	13.02
Planning	6.60		0.67	6.60		0.67	6.60		0.67
Library	22.00	8.32	1.89	22.00	8.89	1.89	22.00	8.89	1.89
<b>Total FTEs</b>	<b>212.60</b>	<b>138.79</b>	<b>24.84</b>	<b>230.23</b>	<b>138.35</b>	<b>26.86</b>	<b>230.23</b>	<b>137.11</b>	<b>27.66</b>



# Appendix C: Policies & Glossary





## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> <b>Multi Year Budget Policy</b>	<b>COUNCIL APPROVAL</b> <b>DATE: May 11, 2016</b> <b>RES. NO.: CR-102-04.16</b>
<b>POLICY NO.: CP.03-16</b>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### **Policy Statement**

A multi-year budget integrates business planning, capital and operating requirements and demonstrates a commitment to prudent financial leadership and sustainability.

### **Purpose**

The purpose of this policy is to establish guidelines and approach for the planning, development and approval of multi-year budgets. The policy also provides direction for the adjustment of multi-year budgets, if required, in order to recognize major changes in budgetary assumptions, legislation and Council priorities.

### **Application**

The policy applies to all departments and Library Board that are responsible for the control, administration and management of the Town's tax rate supported operating and capital budgets.

### **Background**

The Ontario Municipal Act, 2001 as amended provides greater flexibility allowing municipalities to prepare and adopt a budget covering a multi-year period. Several Canadian municipalities have acknowledged the benefits of a multi-year budget and have been successful in its implementation.

Benefits of a multi-year budget approach can include:

- Setting priorities and delivering services that are efficient, accountable and innovative
- Greater integration between short term goals to long range plans
- Identify future opportunities and challenges
- Provide citizens with greater certainty regarding the direction of the Town's services, finances and tax levies
- Improve cash flow management and identify potential investment opportunities

### **Policy Parameters**

#### **Operating & Capital Budget, Service Commitment Plans**

Departments will prepare a one year budget in the first year of a new Council Term and a three year budget in the second year for the remaining term of Council with corresponding service commitment plans that will establish service levels and revenue requirements for the applicable period of time.

A Corporate surplus will be considered for carry over within the budget term at the amount equal

to the lesser of 3% of the Approved Operating Budget or the annual surplus. Any remaining Corporate Surplus will be allocated based on existing surplus allocation policies.

A corporate deficit cannot be carried forward within the budget term; it will be funded from the tax rate stabilization reserve within the year that it was incurred.

The capital budget will always be a minimum 10 year plan that incorporates sound financial and physical management practices for existing assets and includes appropriate new projects and acquisitions required to support growth and development of the Town and its current and future businesses and residents.

### **User Fees & Charges**

1. User Fees & Charges will be approved as part of the budget process for a single year in the first year of the Council term followed by a 3 years for the remaining term of Council.
2. Significant changes, including any legislative changes will be brought to Council for review and approval.

### **Adjustment Process**

The intent is to adhere to the 3 year business plans and budgets while providing the opportunity to fine tune them only when warranted by the circumstances. Adjustments are not meant to reopen the plans or the budgets for a full scale review.

Proposed changes to future years' business plans and operating budgets should only be brought forward and approved during the annual adjustment process. Capital budget adjustments, being more time sensitive may be brought forward anytime during the year. Capital Net Zero Procedures allows at the discretion of management projects of equal or lesser value to be exchanged/traded off within the budget term.

An annual adjustment process will occur late in the calendar year to allow for adjustments to the business plans and budgets for the following years. Adjustments can be made for the following circumstances:

1. Legislative or regulatory required changes;
2. Unforeseen changes to economic forecasts affecting costs, service demand or revenue projections;
3. Adjustments to the operating budget for impact related to capital project adjustments;
4. Council directed changes.



## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> Property Tax Operating Surplus or Deficit Disposition/Tax Rate Stabilization Reserve	<b>COUNCIL APPROVAL</b> <b>DATE:</b> May 02, 2012 <b>RES. NO.:</b> CR-087-09.12
<b>POLICY NO.:</b> CP.02-12-05	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### 1. PURPOSE:

This policy is to provide direction to Town Administration for the disposition or treatment of any annual operating surplus or deficit that occurs from property tax funded activities of the Town. It will also prescribe the circumstances where the tax rate stabilization reserve will be accessed, establish minimum and maximum balances and set the process to restore or re-direct balances in the event they fall outside of targeted levels.

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#### **Application:**

This policy will be used by Town Administration, when applicable, in the preparation of property tax funded operating budgets; in determining funding for emergency or unplanned expenditures and at yearend financial close for allocating funds from reserves for current year deficits or for the disposition of current year surpluses.

#### **Background:**

Annual property tax operating surplus balances, after allocation to specific reserves approved by Council have historically been transferred to the tax rate stabilization reserve. Previously there has not been a target or maximum threshold set to provide guidance as to when to top up funds to the reserve or when amounts can be re-directed to other reserves to satisfy capital needs or other purposes such as debt avoidance etc.

Previously the use of the tax rate stabilization reserve or the replenishment of it has not been formally defined. Instances have occurred where ongoing, recurring expenditures were funded from the reserve without addressing the longer term impact to property tax rates. This has the potential to create revenue problems in future years that may require property tax rate increases, a reduction in expenditures, or a combination of both or a continued use of reserves, thereby further depleting the reserve balance. This is not sustainable in the long-term and leaves the Town vulnerable in emergency circumstances where reserve balances are not available to deal with the issue.

The Government Finance Officers Association (GFOA) recommends that municipalities maintain tax rate stabilization reserves at *no less than 5%* of its annual revenue as a prudent level to allow for a reasonable degree of budget error and to mitigate the financial impacts of emergency situations or unforeseen changes in the economy. In Ontario there are a variety of targets, minimum thresholds and mechanisms (e.g. 5% of tax revenues, 5% of expenditures etc.) used by municipalities that have adopted formal policies.



## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> Property Tax Operating Surplus or Deficit Disposition/Tax Rate Stabilization Reserve	<b>COUNCIL APPROVAL</b> <b>DATE:</b> May 02, 2012 <b>RES. NO.:</b> CR-087-09.12
<b>POLICY NO.:</b> CP.02-12-05	<b>REVISED DATE:</b> <b>RES. NO.:</b>

**Policy Parameters:**

1. The Property Tax Rate Stabilization (PTRS) Reserve balance at the end of each fiscal year shall be maintained at a minimum of 5% and a maximum of 10% of the budgeted expenditures net of transfers to other reserves (i.e. the Town does not maintain or contribute to balances in one reserve to protect against fluctuations in other reserves).
  
2. Any property tax based operating deficit shall be funded from the tax rate stabilization reserve up to the full amount available with any remaining deficit included in the tax rate to be recovered from property owners in the year immediately following the year of deficit. If required and subject to Council's direction, service level reductions may be necessary to offset the unfunded deficit.
  
3. Any property tax based operating surplus, net of Council approved transfers to other specific reserves and amounts carried over to the next fiscal year to complete contractual obligations, shall be allocated to the PTRS Reserve to the maximum allowed. All balances remaining shall be allocated to the Capital Expenditure Reserve Fund subject to the maximum identified for that reserve fund. Any remaining balance will be allocated based on Council direction or applied to reduce the property tax rate for the year immediately following the year of surplus.
  
4. The utilization of the PTRS Reserve will be to minimize the impact to property owners for one-time, non-recurring expenditures contained within the operating budget. These expenditures would be identified by staff during the annual budget process and funded from the PTRS Reserve but highlighted for Council and the Public in the budget presentations and documents.
  
5. Emergency related purchases and Council approved in-year items that either were not included in the budget and/or that exceed the budget to the extent that an overall operating deficit is expected to occur would also be funded from the PTRS Reserve to a maximum of the amount available (i.e. reserve will not be placed in a deficit position) with other reserves or non-restricted reserve funds accessed for any remaining shortfall as required.





## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> Property Tax Operating Surplus or Deficit Disposition/Tax Rate Stabilization Reserve	<b>COUNCIL APPROVAL</b> <b>DATE:</b> May 02, 2012 <b>RES. NO.:</b> CR-087-09.12
<b>POLICY NO.:</b> <i>CP.02-12-05</i>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

6. PTRS Reserves shall not to be used to reduce the impact on property tax rates where the costs are for recurring, ongoing operational requirements, unless otherwise directed by Council through a specific Council resolution. Service level reductions, delay of operational projects or obtaining other sources of revenues will be the method employed to ensure long term sustainability and affordability to the property tax payer instead of a temporary and non-sustaining use of reserves.
7. Staff will undertake a review of the policy during the first year of each new Council term for the purpose of ensuring the policy aligns with Council's goals and priorities. Staff will present the findings of that review and make further recommendations, as required, for Council consideration.
8. The Director of Finance will provide annual reports on the financial position of the PTRS Reserve and the relation to the targets % identified in item 1 of this policy. If the PTRS Reserve balance falls below the 5% minimum target, the Director of Finance will also provide a strategy for Council's consideration to replenish the reserve to the minimum balance through planned budget contributions, directing one-time, non-recurring revenues to the reserve or a combination of expenditure reductions and/or fees increases (to a maximum of 100% cost recovery).



## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> <i>Debt Management</i>	<b>COUNCIL APPROVAL</b> <b>DATE: May 07, 2014</b> <b>RES. NO.: CR-098-11.14</b>
<b>POLICY NO.:</b> <i>CP.05-14-05</i>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### 1. PURPOSE:

The Policy sets out the strategy, methods, goals and controls for management of debt requirements and commitments while ensuring compliance with the Municipal Act, 2001 as amended and related Regulations.

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### 2. POLICY STATEMENT

The efficient and effective use of debt is recognized as an important component in the acquisition and deployment of critical infrastructure requirements that support existing and future residents, businesses and stakeholders of the Town. Affordability, sustainability and vulnerability factors must be considered while maintaining a degree of flexibility to address emerging financial needs.

### 3. APPLICATION

The Policy applies to the issuance of all debt and the resulting repayment terms, including capital lease financing agreements, entered into by the Town or any Boards and Commissions consolidated in full or in proportionate share as part of the Town's annual financial statements.

### 4. BACKGROUND

The Government Finance Officers Association (GFOA) recommends that local governments adopt comprehensive written debt management policies. To assist with the development of these policies the GFOA recommends that a government's Debt Management Policy (Policy) should be reviewed periodically and updated if necessary.

*The Municipal Act, 2001* as amended provides the authority and imposes the restrictions concerning a municipality's ability to issue debt such that annual principal and interest payments cannot exceed 25% of "own source" revenues. The own source revenues exclude upper level government grants, development charges (even if they are being used to service the debt), gains or losses on disposal of assets and revenues from other municipalities.

A municipality does not gain back significant borrowing capacity through annual repayments until the debt has been fully retired as the available capacity is based on the annual cost to service the debt (principal and interest), not the increased equity in the asset the debt was issued for. Unlike individuals and private corporations that may be able to access the equity in their home or property holdings gained through reduction of any outstanding debt, a municipality's only ability to increase their capacity once debt has been issued is to:

- pay the debt off in full (this is difficult given the nature of the financial debt instrument);
- seek approval from the Province to increase their debt capacity beyond the 25% restriction or;
- increase their own source revenues significantly, primarily through increased taxation and user rate revenues.

As a result, debt issued with repayment periods that span a significant number of years restricts the municipality's ability to utilize the "room" that should otherwise be available from the annual debt retirement for the duration of the term of the debt.

## **5. POLICY PARAMETERS:**

1. This policy applies to all debt, including Lease Financing Agreements and long term commitments, entered into by the Town, its boards or commissions. All debt and long-term commitments must have Treasurer and Council approval prior to being entered into.
2. The Town's maximum annual debt repayment limit (ARL) will not exceed 20% of the Town's own source revenues in order to maintain up to 5% flexibility to address emergency issues.
3. The term of debt will be limited to the useful life of the particular asset but no instances of more than 20 years.
4. The timing and type of debt will be determined with a view to minimizing long-term cost while ensuring affordability for tax and user rate payers. Subject to current and projected interest rates, the issuance of long-term debt may be considered in advance of works being completed.
5. Temporary borrowing as per section 405 of the *Municipal Act, 2001* as amended is permitted to be used to meet cash flow requirements during the construction of infrastructure. Temporary borrowing will be no greater two years and long-term debt will be secured as soon as possible after the completion of the project or two years, whichever is less, to replace the short term borrowing. All temporary borrowing costs will be charged as part of the project costs and form part of the long-term debt requirement.
6. Temporary borrowing for operational purposes as per section 407 of the *Municipal Act, 2001* as amended are authorized to meet the current expenditures of the Town until taxes or other revenues is received. Any temporary borrowing of this nature is to be repaid as soon as the Treasurer has determined that adequate cash balances are available to do so.
7. Upon retirement of the long-term debt, the annual budgeted principal and interest amount funded from property taxes will continue as a transfer to a capital reserve fund to be available when required for major life-cycle repair and eventual replacement of the asset acquired.
8. Internal "borrowing" will be used as a means of advancing critical works in accordance with Capital Budget Policy CP04.11-05 where the need to proceed with an expenditure is deemed necessary although specific funding (e.g. user

rate reserves, development charges, other) is not currently available. Prioritized and identified needs for existing reserves, reserve funds and development charges will be taken into consideration first such to ensure that the proper project is being debt financed when total funds required is greater than those available.

9. Debt requirements for growth related infrastructure, defined as being at least 51% benefit to new residents, must have been identified in the development charges background study to be financed in this manner and that the interest carrying costs have been included in the fees being collected. The term of debt in these instances must not exceed 10 years and all efforts to secure front-ending agreements must have been explored prior to the commencement of the work and included in the report as identified in #7 of this policy.

In addition, the projected development charges revenues to be collected within the ten year debt period must be sufficient to cover the proportionate share of the annual debt servicing costs. If the debt was not identified in the background study and/or the projected revenues will not be sufficient during the term of the debt then the project must be deferred until adequate revenues are available or the annual debt servicing costs are provided through sustainable sources such as property taxation or water/wastewater user rates.

10. The Treasurer will provide Council with annual information concerning key financial indicators pertaining to debt including but not limited to:
  - Debt Service Ratio – the amount of own source revenue that is being used to service the municipality’s debt and is an indicator of either a high debt level or an aggressive repayment approach (i.e. shorter term but higher repayments)
  - Debt per Capita – this is the amount owing per person and is useful in comparing to other municipalities and in determining tax burden to property owners
  - Debt-Service Obligations – this provides info on existing debt levels, remaining terms and projected future requirements based on long term capital needs. Will assist Council in making decisions regarding reserve requirements to avoid future debt to be incurred and prioritization of projects to be considered for debt financing.
11. The policy will be reviewed during the term of each new Council to ensure that the objectives are consistent with and continue to address the needs and vision of the Community.



# TOWN OF INNISFIL

## CORPORATE POLICY

<b>POLICY:</b> <i>OLG Slot Revenue - Allocation and Utilization Policy</i>	<b>COUNCIL APPROVAL</b> <b>DATE: December 14, 2011</b> <b>RES. NO.: CR-269-14.11</b>
<b>POLICY NO.:</b> <b>CP.07-11-05</b>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### **Purpose:**

The purpose of this policy is to set out a fiscal strategy for the allocation and utilization of revenues received from the Ontario Lottery & Gaming Corporation (OLG) relating to the Town's share of slot machine revenues generated from Georgian Downs. This policy will ensure that slot revenues are used in manner that benefits the Town while gradually transferring greater financial responsibility to property taxpayers for future contributions for the eventual major repair and replacement of existing Town assets and infrastructure. The ultimate goal is to provide for the long term financial sustainability of the community through stable and continuous funding sources.

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### **Application:**

This policy provides guidance to all departments/service areas of the Town when preparing capital or operating budgets. Administration will be able to determine when funds derived through slot revenues can be used as a funding source for specific projects or capital acquisitions. It will also be used for all in-year special circumstances or additional expenditure requirements for projects identified for funding through this source rather than re-opening the approved budget. The same principals will be applied regardless of the origin or timing of the request.

### **Background:**

Annual funds received from the OLG have been recorded as in year revenue in the Town's operating accounts with a corresponding transfer to the Alternative Revenue Source (ARS) Reserve Fund resulting in a net zero impact on operations. On an annual basis a portion of the funds from the ARS are applied to offset the debt servicing costs of approximately \$2,000,000 principal and interest attributable to the Town Hall and Innisfil Recreation Complex facilities until the debt is fully repaid in the year 2030.

The Town policy also commits \$100,000 annually to the Community Reinvestment Fund and a further \$100,000 for Council Discretionary purposes. The remaining amount has been used to fund capital projects for the replacement or major life cycle repair of existing assets and infrastructure. There are also special circumstances that arise during the course of the year where ARS is used as a funding source. Using the ARS funds for unforeseen special circumstances allows Council the flexibility to consider these circumstances without the requirement to re-open the adopted budget as required if the funding source was a tax based (Municipal Act)

Predictable revenue streams for capital budget funding are those that the Town has direct control over such as contributions to reserves from tax rate operating budget and to a lesser degree contributions from water & wastewater user fees. Ontario Lottery Gaming revenues have less certainty and greater volatility due to the economic fluctuations, regulatory changes and political (Provincial) uncertainty. This has the potential to create financial vulnerability when the projected revenues do not materialize and requires a more stable and sustainable approach to be used for capital budget formulation as it pertains to the ongoing replacement of assets already owned and operated by the Town.

### **Policy Parameters:**

1. All Slot revenues received by the Town will be allocated first to offset annual debt servicing costs pertaining to the Town Hall & Innisfil Recreation Complex facilities until the debt is fully retired in 2030.
2. An annual amount of \$100,000 will be allocated to support community based initiatives and will be disbursed in accordance with the grant guidelines in effect under the Community Reinvestment Fund (CRF). Unexpended funds at the end of the fiscal year will be transferred into the ARS reserve fund. The amount will be reduced by the same % decrease that may occur as a result of any future changes to the funding agreement with the OLG.
3. An annual amount of \$100,000 will be allocated for Council discretionary purposes and disbursed in accordance with the policy or guidelines established for the use of those funds by Council. Unexpended funds at the end of the fiscal year will be transferred into the ARS reserve fund. The amount will be reduced by the same % decrease that may occur as a result of any future changes to the funding agreement with the OLG.
4. Remaining revenues will be allocated to the ARS reserve fund and interest earned on any balances will be credited at the bank rate or applicable investment rate that the Town receives.
5. The subsequent utilization of the ARS reserve fund is intended for the “benefit to existing taxpayers” (non-growth) portion of related capital projects. In order to maximize the benefits to all residents this will exclude water and wastewater projects as these services are currently not available to all property owners. This funding methodology will ensure that current taxpayers are not financially impacted by the pressures of growth related projects. In the event that a decline in the slot revenues occurs, the Town will be better positioned to manage the pressures of growth related projects unless other revenue sources are identified which would be sufficient to fund the projects/infrastructure.
6. ARS reserve funds will also be used as the revenue source to advance Inspiring Innisfil 2020 strategic priority items that are for one-time, non-recurring expenditures. These initiatives could be capital or operating in nature and would be identified as one of the key requirements to advance the Town’s strategic goals.
7. Staff will review the policy during the first year of each new Council term for the purpose of ensuring the policy aligns with Council’s priorities. Staff will present the findings of that review and make further recommendations, if required, for Council consideration.

8. The Director of Finance will provide annual reports on the financial position of the ARS reserve fund and any % changes relating to the items identified in items # 2 & 3 of this policy.



# TOWN OF INNISFIL

## CORPORATE POLICY

<b>POLICY:</b> Capital Budget Funding	<b>COUNCIL APPROVAL</b> <b>DATE: August 10, 2011</b> <b>RES. NO.: CR-191-08-11</b>
<b>POLICY NO.:</b> CP.04-11-05	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### **Purpose:**

The purpose of this policy is to place the Town's finances on a path towards financial stability by setting out a funding strategy for capital initiatives that will ensure that service and infrastructure standards can be met with minimal/manageable increases in tax and user rates and avoid drastic cuts in service levels.

### **Background:**

Recent practice for capital expenditures has been to utilize a total cashflow projection from all capital funding sources (reserves, reserve funds, development charges, Ontario Lottery Gaming revenues etc.) to determine the financial viability of proposed project(s). This approach requires "internal borrowing" to occur such that positive balances in one set of reserve or reserve fund accounts are used to offset negative or overdrawn balances in another set of accounts. To be clear, although this is a common practise within the municipal sector it does create its own unique challenges.

Although financially possible it creates a situation where cashflow is not always available for projects where funds have been set aside as these have been borrowed to advance projects where the funds have not been collected or revenues realized. When projected revenue streams for the current year are not achieved, it can result in significant financial pressures since the work and expenditure has already commenced.

Predictable revenue streams for capital budget funding are those that the Town has direct control over such as contributions to reserves from tax rate operating budget and to a lesser degree contributions from water & wastewater user fees. Ontario Lottery Gaming revenues, Federal Gas Tax grants and to a greater extent development charges have more uncertainty and volatility due to the economic fluctuations, regulatory changes and political (Federal/Provincial) uncertainty. This has the potential to create financial vulnerability if the projected revenues do not materialize and requires a more stable and sustainable approach to be used for capital budget formulation.

Situations will arise where developers agree to pre-pay development charges related to their sub-divisions in order that the required works can proceed and allow them to advance the construction of their site. In these instances the requirement to restrict the use of the funds would be contrary to the purpose of collecting them so would not be subject to this policy.



**Policy Requirements Statement:**

1. Not less than two months of regular general operating expenditures be maintained as unrestricted funds as recommended by the Government Finance Officers Association (GFOA).
2. Only fifty percent (50%) of the current year projected development charge revenues are to be used in determining the projects to be undertaken in the year to provide some assurance that funds are being collected prior to expenditures being incurred.
3. Not more than seventy-five percent (75%) of the current year contributions to capital reserves (water, wastewater etc.) are to be used as funding sources for capital projects.
4. Policy to be reviewed annually by Director of Finance with recommendations, as appropriate, to continue; further restrict or; relax restrictions based on current economic conditions and the ability of the Town to meet financial stability goals and objectives.

That a recommendation arising from the annual review (re: #4 above) be presented to Council for consideration/adoption as part of the annual capital budget development process.



## TOWN OF INNISFIL CORPORATE POLICY

<b>POLICY:</b> <i>Fleet Management Policy</i>	<b>COUNCIL APPROVAL</b> <b>DATE: March 18, 2015</b> <b>RES. NO.: CR-051-10.15</b>
<b>POLICY NO.:</b> <i>CP.01-15-15</i>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

### **Introduction**

The Fleet Management Policy is to provide for a consistent approach for the management of the fleet of vehicles and equipment throughout the organization. This includes the operation, maintenance, repair and ultimately with the replacement of the assets through the Corporate Purchasing Policy. The Policy is intended to facilitate and instill accountability, the ongoing monitoring of utilization and related costs, provide internal controls for the proper use of Town owned assets and to serve as a management tool to assist with sound decisions regarding timing of initial purchase and/or replacement vehicle requirements and financial planning initiatives to ensure adequate replacement funding is available when needed.

### **Purpose**

To establish efficient and effective delivery of municipal services by providing Town departments with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that prolong vehicle use and value and maximize equipment investment returns.

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### **Scope**

This policy applies to all employees of The Town of Innisfil, including volunteers or employees of other agencies performing work for the Town that have access to a Town vehicle.

### **Objective**

The objective is to manage the overall cost of operating and maintaining the Municipal fleet of vehicles and equipment; to maintain vehicles and equipment in a manner to meet or exceed its' expected useful life; to meet growth demands; to standardize the composition of the fleet and to accurately budget for maintenance and replacement costs.

All purchase requests for vehicles and equipment, replacement or additions, shall be part of the budget cycle and coordinated through the Fleet Management team for recommendation to ensure standardization and best fit is being achieved.

**Replacement Reserve – Utilization & Funding**

Replacement vehicles and equipment funding is provided from a dedicated vehicle replacement reserve. The reserve is funded through annual contributions from the tax rate, and User rate based operating budget plus any disposal proceeds from the sale of decommissioned vehicles and equipment. Use of reserves is through a capital project vehicle/equipment replacement request as part of the annual budget process or through a Council staff report if deemed an emergency purchase.

To ensure adequate and timely funding of the vehicle replacement reserve occurs, required annual contributions are calculated based on the anticipated useful life of the asset identified in the Condition Assessment Chart and its' anticipated replacement cost. Annual funding amounts will be identified in the annual operating budget and recommended for Council approval.

**Procurement of Fleet**

The actual acquisition and disposal of vehicles shall be undertaken according to the Town of Innisfil Corporate Purchasing By-Law and procedures.

At the time of procurement, replacement of the asset shall take into consideration appropriateness for required task(s) as well as environmental considerations. Greening of the fleet shall, considered available technology i.e. Anti-idling, Hybrid vehicles etc. as appropriate for intended use within the division.

**Approved accessories for vehicles**

All vehicles shall be in the colour of “Bright White” with the following accessories:

<ul style="list-style-type: none"><li>• Power Windows</li><li>• Power Steering</li><li>• Power Brakes</li><li>• Blue Tooth Compatibility</li><li>• Automatic Transmission</li><li>• Standard Radio</li><li>• Running Boards – if the top of the rocker panel is higher than 38 cm.</li></ul>	<ul style="list-style-type: none"><li>• Floor Mats</li><li>• Standard Tires and Wheels</li><li>• Box Cap/Cover</li><li>• Box Liner</li><li>• Air Conditioned</li></ul>
--	--

**Additional Attachments**

The cost will be detailed within the capital budget project detail sheets such that it reflects the base unit description (e.g. 4 WD Crew Cab ½ Ton pick-up), as well as listing the priced attachments to arrive at the total purchase value before taxes.

Replacement costs will be revisited annually by the respective manager. Purchasing Services will determine the relevant base model pricing as part of the annual capital and operational budget planning process.

## **Vehicle Colour**

All Pick-up Trucks, Vans and other passenger vehicles with the exception of Fire Services shall be purchased in the colour of "Bright White".

All Service trucks (Cab and Chassis) shall be purchased in the colour of "Bright White" and where metal service bodies are being added; they shall be painted "Bright Red". All service bodies which are constructed from Aluminum shall be left in this state.

All large trucks (Single and Tandem Axle) shall be purchased "Bright White" All Dump Bodies shall be painted "Bright Red".

Fire Services fleet and equipment shall meet the specifications of the current NFPA (National Fire Protection Association) standards or guidelines

## **Decaling Requirements**

Town Logo:

All town vehicles including trucks of all sizes, vans, machinery equipment shall have two Town logos displayed of the appropriate size relating to the unit. The Town logo shall be in full colour on white vehicles, white on red and dark vehicles, and black on other vehicles.

One logo shall be placed on both the left and right sides of the vehicle.

For all trucks, vans and other passenger vehicles, the logo shall be placed on the front door panels.

Optional Icons:

As deemed required by Corporate Communications Strategy to increase public engagement, social media icons representing the Town's corporate social media channels will be added to town vehicles (e.g. twitter, facebook, flickr, etc).

Where possible these social media icons shall be placed horizontally in the middle of the rear of the vehicle at a vertical level which best suits the individual vehicle and does not interfere with the safe use of the vehicle.

Vehicle/Unit Number:

All town vehicles including trucks of all sizes, vans, machinery equipment shall have displayed on each side of the vehicle or unit, a four or five digit number indicating the year of the unit and a designated unit number.

The numeric numbers shall be 2 inches in height and where possible be white in colour and reflectorized.

In the case of trucks, vans and passenger vehicles, the unit number shall be displayed on the front corner panels.

Example – A truck purchased in 2004 replacing unit #21, would be displayed as 04-21.

#### Pin Striping:

All Town pick-ups, vans or other passenger vehicles shall have a white reflectorized stripe, approximately 1" in width placed on the right, left and rear of the vehicle.

All larger trucks, (Service, Dump) shall have a white reflectorized stripe; approximately 1" in width placed on the right and left side of the cab. Also, every effort shall be made to have a white or white and red reflectorized stripe placed on the rear of the unit.

All machinery and equipment shall have reflectorized white and/or white and red striping placed on it where appropriate for employee and public awareness and safety. The location of such striping shall be determined by the service area management or supervisory staff.

All Town trucks, vans and passenger vehicles shall display the Town official website [www.innisfil.ca](http://www.innisfil.ca) on the rear of the vehicle.

This lettering shall be comprised of 2" white reflectorized letters in lower case font. Where white is unacceptable due to visibility of background colour, black shall be used.

Where possible this lettering shall be placed horizontally in the middle of the rear of the vehicle at a vertical level which best suits the individual vehicle.

It should be noted that the Town's website address is not required to be placed on machinery and/or equipment.

Where it is felt by management or supervisory staff that additional information would benefit the public or aid in a certain operation, additional decaling may be added to a vehicle, piece of machinery or piece of equipment. An example would be adding the word "WATER" to a truck hauling a tank and spraying liquid onto a road surface.

All additional decaling relating to lettering shall be white or black reflectorized, not exceeding 6" in height and be capitalized.

#### **Fleet Maintenance**

The repair of equipment shall be managed by the appropriate Department. Only authorized personnel or approved external vendors are permitted to repair, alter or modify Town vehicles and equipment as authorized by the appropriate department. The goal of vehicle and equipment maintenance practices is to keep vehicles and equipment in sound operating condition. Preventive maintenance routines and intervals followed are based on local driving conditions and manufacturer's recommendations, for each type of vehicle or equipment and each type of service activity.

Maintenance costs represent a significant portion of the total cost to own and operate a vehicle or piece of heavy equipment and tend to increase as a vehicle or equipment ages. Escalating maintenance costs are a key factor in determining when to replace a fleet vehicle. In addition to the added cost of maintenance as a vehicle ages, there is an additional cost to the municipality when a vehicle is in the garage receiving maintenance and not available for use. Preventive maintenance is the key to avoiding the repair or replacement of costly major vehicle components such as engines, transmissions and drive trains.

Adjustments to the manufacturer's recommendations may be required based on the specific vehicle's use. For example, when an engine idles it incurs wear and tear that will require future maintenance. The maintenance schedule for a vehicle that runs at idle 50 percent of the time may be as frequent as that of a comparable one that is driven more miles. Overly frequent or delinquent preventive maintenance intervals are counterproductive to controlling costs.

Repair and replacement of all two-way radio equipment is the responsibility of the appropriate Department. Vehicles are not authorized to carry any radio or communications equipment that is not specifically approved for use by that department. Under no circumstances shall radio and communication equipment be repaired, altered, or modified in any way by anyone except personnel authorized by the appropriate department.

Town of Innisfil staff must constantly and consistently present an image of professionalism and pride in the manner in which taxpayer assets are maintained and cared for. All vehicle and equipment operators are expected to maintain their assigned vehicles in a clean and orderly fashion; exteriors washed on a regular basis; interiors kept free of trash and debris. Vehicle operators will report damaged decals, peeling paint and rusted exteriors to their Supervisor and make arrangements to have any deficiencies repaired.

### **Records**

Accurate and complete vehicle maintenance records are a key tool for making fleet management decisions. Vehicle maintenance costs are variable and distinct to each vehicle. Pertinent records maintained for each vehicle are:

- vehicle maintenance logs
- CVOR where applicable
- fuel usage logs
- Cumulative costs of parts, labor, and overhead by a vehicle over its life.
- Annual Condition Assessment

Accurate records of maintenance, repairs or alterations are to be kept at the vehicle department's home site for the lifetime of the vehicle.

When additions are made to the fleet, asset details are to be forwarded by the Department Manger to Finance for addition to the Asset Management Program and to Legal Services for addition to the Fleet Insurance coverage policy.

## **Fuel**

All fuel will be purchased and dispensed through a corporate fuel program. Exceptions may be made for vehicles traveling outside of the municipality. Fuel is available 24 hours per day and is accessed with a fueling card. Each vehicle operator will be issued a fueling card for all vehicles in their service area. Failure to use gas cards properly not only affects the reliability of the preventative maintenance programs but also destroys the integrity of vehicle mileage statistics. Occasions may arise where an employee is authorized to take a Town vehicle out of town for Town business. In these cases, fuel expenses shall be reimbursed according to the Corporate Purchasing Policy. All fuel receipts as a result of these charges shall be recorded with the unit number of the vehicle for which the fuel was purchased and a mileage reading for the vehicle at the time of fill up.

## **Vehicle Replacement**

Costs associated with a vehicle are to be monitored and analyzed on an ongoing basis to identify the point when a vehicle is reasonably depreciated but not yet incurring significant maintenance costs. By replacing vehicles at this point, escalating maintenance costs can be avoided and optimization of vehicle resale value can be realized. The four criteria to be considered when establishing the vehicle replacement schedule are: vehicle mileage; age; use and; condition assessment. Given the unique utilization of the Town's vehicle fleet, a universal management guide does not exist that can be applied. Circumstances will vary between service areas / departments and will impact the actual replacement strategy for every asset. Even within departments a vehicle is maintained and replaced on a different schedule based on its service level and working environment:

1. Vehicles deteriorate differently depending on factors such as quality of manufacture and the severity of usage. The Vehicle Management Policy is not intended to be a stringent set of rules that does not allow for the flexibility needed for asset management. Departments must track operating and repair costs and recommend units for replacement through the annual budget process when units become inefficient or ineffective due to escalating repair costs or change of use requirements.
2. Different vehicles and equipment also wear out more rapidly than others depending on their utilization type and frequency. To incorporate vehicles and equipment not referenced in the above criteria, there must be a second type of criteria used for this type of evaluation in addition to the above or on an individual basis as identified in the following section.

## **Guide for Accelerated or Delayed Replacement of Vehicles and Equipment**

The consideration of accelerated or delayed replacement of a vehicle often arises when major expenditures are necessary to restore a vehicle to a safe reliable operating condition (e.g., major component failure or incident damage). The economic effect of such repairs cannot be avoided because the cost to the town is normally about the same whether the vehicle is sold in un-repaired condition or restored to repaired condition.

However, replacement prior to the normal criteria for vehicles will result in an acceleration of all future replacement cost cycles required to satisfy a continuing vehicle need. An acceleration of cost cycles causes a sizable increase in the total present value cost of all future cycles and should be avoided whenever possible. Major vehicle repair should always be made, with two exceptions:

1. Major expenditures for repair should not be made when the cost of the repair plus the vehicle salvage in un-repaired condition exceeds its wholesale value in repaired condition.
2. Major deferrable expenditures should not be made when a vehicle is in the final six months of its retention cycle. During this period the penalty for early replacement is small and, therefore, the vehicle should be replaced rather than repaired.

Under all cases of Early Replacement a review of similar equipment type life cycle must be reviewed and adjustments made to the reserve contribution if justified. Funds allocated in any given year for the replacement fleet must be maintained within the established limits for each division for that budget year. Therefore an accelerated replacement may require a delayed replacement of another fleet asset. In either an accelerated or delayed replacement, an Accelerated or Delayed Replacement Vehicle / Equipment Evaluation Form must be completed by a competent person, knowledgeable in equipment usage and maintenance and submitted to the Fleet management team for review.

### **Condition Assessment**

Fleet and equipment will be evaluated by six criteria; Age, Kilometres/Hours, Type of Service, Reliability, Maintenance and Repair Costs, and Condition.

A baseline is set for each criteria and points are assigned. The rates are low, base (equal to standard) high and extreme. Points are assigned as follows 1- low, 2 base, 3 high, and 4 extreme.

Any point total equal or exceeding 23-27 indicates that the vehicle should be considered for replacement. The point total is used to rank replacement priority and the larger number the higher the replacement priority theoretically should be.

The priority ranking is intended to serve as a guide and should no way be interpreted as a substitute for division evaluation and recommendation.



<b>Type</b>	<b>Age</b>	<b>Usage</b>
Pick Up Trucks, Vans, SUV	10 Years	200,000 kms
Dump Trucks	8 Years	220,000 kms/10,000 Hours
Motor Graders	20 Years	10,000 Hours
Garbage Truck Fire Rescue Truck	15 Years	10,000 Hours
Backhoes	8 Years	7,500 Hours
Loaders Tractors	10 Years	7,500 Hours
Fire Trucks (pump or tanker ladder)	15 Years Front Line	16-25 Years as reserve
Street Sweeper	10 Years	7,000 Hours
Ice Resurfacers	8 Years	3,000 Hours
Fire Safety House	20 Years	
Steamer	15 Years	
Sidewalk Sweepers (includes blower, blade and sander)	8 Years	5,000 Hours
Vacuum Truck	10 Years	7,000 Hours
Heavy Service Truck	8 Years	200,000 kms
Trailers Heavy	15 Years	N/A
Wood Chippers Material Spreader – over seeder Turf Vac Ball Diamond Groomer Aerators – operating equipment attachments	10 Years	5,000 Hours
Riding Rotary Mowers Wide Area Mowers Utility Vehicles	8 Years	3,000 Hours
Air Boat, scissor lift	10 Years	
Light Duty Trailer	10 Years	

<b>Factor</b>	<b>Points</b>		
<b>Age</b>	One point for each year of chronological age, based on in-service data		
<b>Kilometres/Hours</b>	Vehicles One point for each 16,000 km		
	Large Equip. 640 hours = 1 Point		
	Small Ride on Landscaping Equip. 320 hours = 1 point		
<b>Type of Service</b>	1, 3 or 5 points are assigned based on the type of service that vehicle receives. For instance, a Roads patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.		
<b>Reliability</b>	Points are assigned as 1, 3, or 5 depending on the frequency that a vehicle is in the shop for repair. A 5 would be assigned to a vehicle that is in the shop two or more times per month on average, while a 1 be assigned to a vehicle in the shop an average of once every three months or less.		
<b>M&amp;R Costs</b>	1 to 5 points are assigned based on total life M&R costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal to or greater than the vehicle's original purchase price, while a 1 is given to a vehicle with life M&R costs equal to 20% or less of its original purchase cost.		
<b>Conditions</b>	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition.		
<b>Point Ranges</b>	Under 18 points	Condition I	Excellent
	18 to 22 points	Condition II	Good
	23 to 27 points	Condition III	Qualifies for replacement
	28 points and above	Condition IV	Needs immediate consideration

### **Disposition of Fleet & Equipment**

The vehicle/equipment should be made ready for sale in as good of condition as possible without incurring unnecessary expense in order to maximize revenues to the Town including removal of all Town identification and decals. Vehicles are also to be washed and cleaned ready for auction or disposal through other opportunities.

### **Closure of Replacement Vehicle Capital Projects**

Replacement vehicle capital requests must contain the information concerning the vehicle number and be accompanied by all pertinent data concerning condition assessment. Funding for the replacement vehicle must not include any expected residual sale value of the vehicle being removed from the fleet.

Once the new vehicle has been acquired and put into service the old vehicle must be disposed of in a short and reasonable time. It is not permitted that a replaced vehicle remains in the fleet for a delayed period of time as it had been deemed ineffective in order to be approved for replacement. Capital projects will remain open and reported in quarterly results to Council until proceeds from disposition have been received or Finance has been provided information that no residual value remained. Legal Services will be advised at that time to remove the vehicle from the Town insurance policy.



## TOWN OF INNISFIL

### CORPORATE POLICY

<b>POLICY:</b> <i>New Residential Streetlights and Intersection Streetlight Prioritization Policy</i>	<b>COUNCIL APPROVAL</b> <b>DATE: November 16, 2011</b> <b>RES. NO.: CR.249-13.11</b>
<b>POLICY NO.:</b> <b>CP.06-11-11</b>	<b>REVISED DATE:</b> <b>RES. NO.:</b>

#### **PURPOSE/DEFINITION:**

The purpose of the New Residential Streetlight and Rural Intersection Streetlight policy is to establish a prioritization strategy for implementation of streetlights. The strategy will be based on the goal that all urban residential streets and rural intersections within the Town should be provided with streetlights. To achieve that goal the installation of lights should be done so in an organized manner using a priority system to guide the decisions on which street would receive lights each year.

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#### **APPLICATION:**

This policy shall provide guidance for the installation of streetlights and will apply to:

- a) all urban residential roads
- b) rural intersections where roads meet,

#### **POLICY STATEMENT/GUIDELINES:**

##### **Purpose/Scope:**

The past practice for the Town's decision process to determine where in the Town new residential streetlights would be installed has been based on resident requests. Implementation of a policy would assist the Town in developing an organized strategy for the implementation of new residential streetlights or the illumination of rural intersections.

The strategy is based on the goal that residential streetlights would be installed on all urban residential roads in the Town and that all rural intersections should have a streetlight to illuminate the intersection for safety reasons.

To assist with the evaluation of potential locations for the installation of streetlights and an implementation hierarchy within the Town this policy will be considered.

**Guidelines:**

**Urban Residential Streetlights**

Criteria		Guidance Assessment
1.	Pedestrian Volume	Communities with schools and potential for students walking to school rather than taking the bus.
2.	Population	Install streetlights in communities based on the population of that community.
3.	Housing Density	Streets within the community that have the highest density.
4.	Lighting Network	The implementation strategy should work to build upon the streetlight network to create a cohesive network.
5.	Public Comment	<p>Some communities within the Town may not wish to have streetlights installed. The community can be provided with an opportunity to provide comment on the installation of streetlights within their community.</p> <p>If the urban community were to collectively voice the position that they do not want streetlights, the Town could identify that community as a dark community and not install streetlights on their roadways.</p>

**Rural Intersection Streetlights**

Criteria		Guidance Assessment
1.	Traffic Volume	The higher the volume of the collective total of the two intersecting roads the higher the prioritization.

# Glossary

## Operating Budget - Revenue and Expenditure Categories

Categories	Definition
<b>Revenue Categories</b>	
Payment-in-lieu of taxes (PIL) and Supplementary Taxes	Prior to final approval of the budget this line represents only staff estimates for supplementary tax additions and omitted billings net of tax write-offs from the Assessment Review Board (ARB) decisions and projected payment-in-lieu of taxes from Provincial and Federal Agencies.
Registration and Facility Fees	Revenues from participants in Town delivered recreation programmes and from use of Town facilities by sports and other groups.
Permits and other development fees	Revenues related to permit activity including building & septic inspections and fees for zoning, site plan and minor variance applications.
User Fees, Licenses, Fines	Included in this line are the various fees and charges that are collected by departments for the delivery of specific services and that are contained in the annual fees and charges by-law. Examples include tax certificates, business & lottery licences, compliance letters, concession and advertising revenues, sale of documents, animal control, parking and other by-law infraction fines etc.
Penalties and Interest	Corporate penalty and interest for late or non-payment of billed amounts for property tax and miscellaneous receivable accounts.
Interest and Dividends	Corporate revenues reflecting bank and investment interest earned on cash balances plus dividends received from Town subsidiaries (for example InnPower Corporation).
OLG Gaming Revenue	Revenue anticipated to be received as per agreement with Ontario Lottery & Gaming from slot machine and gaming activity at Georgian Downs. 100% is set aside in reserve fund (ARS) and used to fund growth related debt servicing costs and other capital and grant activities.
External Recoveries	Revenues recovered through third parties contractual agreement billings or from property owners for specific capital works or for tax arrears collection costs that can be charged to the property tax roll.
Other	Includes POA revenue received from Barrie, Provincial and Federal grants and misc. minor other revenues.

Categories	Definition
Transfer from Reserve/Reserve Funds	Planned use of various reserves or reserve funds that minimize the effect on the taxpayer for one-time non-recurring items or to offset long term debt servicing costs. For example, funds are allocated from reserves funded from OLG revenues and applied to the debt servicing for the Innisfil Recreation Centre and Cookstown Library.
<b>Expense Categories</b>	
Wages & Benefits	All wages, overtime, contractual economic adjustments and employee benefits for full and part time Town employees and Council to be incurred to deliver services.
Materials and Supplies	Costs of office supplies, roads and facilities maintenance materials, postage, education and training, memberships, conferences and seminars, advertising, vehicle licences and maintenance, books and publications, fuel, sand & salt, etc.
Utilities	Hydro, heating, water & wastewater, telephone, cell phones.
Contracted Services	Costs for external professionals, lawyers, agencies and contractors. Includes; roads and facilities maintenance and related activities.
Rents and Financial	Cost to rent facilities (schools or private) for delivery of programs and services. Includes bank service fees for credit card and debit card transaction processing, file transfer fees etc.
Long-term debt Principal & Interest	Debt servicing expenses related to the retirement of outstanding debentures and applicable interest.
Transfers to Reserves/Reserve Funds	Using existing policies transfers are made to reserves/reserve funds based on income received or identified needs for future asset replacements. For example, OLG funds are shown as revenues but 100% is transferred to reserve for use towards offsetting debt costs etc.
Internal Recoveries/Transfers	Reallocation of time between service areas within a department (e.g. Deputy CAO or Manager time spent on overseeing activities used for costing of services purposes). Also includes recovery of staff, facility or other expenses from building code for services provided. Assists when developing full cost recovery for fees and charges.

## Capital Budget - Classification and Project Type Categories

Categories	Definition
<b>Classification Categories</b>	
Renewal	Projects that address major life-cycle repairs, maintenance and/or technological upgrades to achieve the expected useful life of existing assets; also includes replacement of existing assets that have reached the end of their useful lives.
Growth	Projects that are primarily new assets that address increased demands and service levels required by new growth and expansion, funded primarily from development charges.
Enhancements	Projects that may be new assets or expansions to assets that already exist to add value to the organization by improving processes and activities that enhance our services.
<b>Project Type Categories</b>	
Administration (ADM)	General Town related studies that fall outside of below categories including but not limited to human resources master plans, development charges background studies, strategic plans, emergency management and corporate land transactions.
Engineering (ENG)	Infrastructure related studies and plans such as engineering standards, transportation master plans, development guidelines and asset management plans.
Fire (FIRE)	Fire protection related projects including but not limited to bunker gear, defibrillators, pagers, rapid intervention packs, hoses, heavy extrication equipment.
Fleet (FLT)	Vehicles and operating equipment including but not limited to Zambonis, graders, pickup trucks.
Information Technology (IT)	Hardware or software related projects including but not limited to computers, server replacements, phone systems.
Library (LIB)	Library related projects including but not limited to library equipment, furniture, library master plans, buildings.
Parks (PKS)	Parks related projects including but not limited to town facilities and furniture (excluding library), playground equipment, park master plans, trails.
Planning (PLN)	Town wide studies and plans relating to design, official plans, visioning and policy implementation plans. For example, employment lands studies, place making studies, agricultural and rural area studies.
Roads (RDS)	Road related projects including but not limited to rehabilitation road works, urbanizations, bridges, streetlights, guiderails, sidewalks.



# LONG RANGE FINANCIAL PLAN

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## Town of Innisfil



**HEMSON** Consulting Ltd.

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February 12, 2016



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## **I INTRODUCTION**

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Hemson Consulting Ltd. was engaged in 2015 to assist the Town of Innisfil in developing a Long Range Financial Plan. This report assesses the financial health of the Town in the context of its demographic and economic environment, municipal financial benchmarks, and current spending and revenues. The results of a twenty year financial forecast for the Town are presented and discussed. Finally, long-range financial planning principles and policies are recommended for the Town's consideration.

### **A. FINANCIAL PLAN WILL SUPPORT GROWTH MANAGEMENT**

Innisfil is planning for substantial growth: a near 75% increase in population and a 50% increase in employment over the 20 year timeframe covered by this Financial Plan. This represents a faster rate of growth than Simcoe County overall, which itself is one of the fastest growing regions in so-called Outer Ring of the Greater Golden Horseshoe.

From a financial perspective, growth can bring great benefits as well as challenges. New infrastructure must be constructed. Services must be expanded and potentially new services provided. The cost of new infrastructure and services must be shared equitably across the Town, and without jeopardizing the Town's commitment to maintain existing services and repair and replace current pipe, roads, and facilities. Moreover, the ability to fund infrastructure and services is constrained by the limited financial tools provided to municipalities by Provincial legislation.

In this context, the Town's Financial Plan has been developed first and foremost through the lens of growth management. The Plan provides information about the financial impact of growth to allow for important decisions to be made on how best to allow development to proceed while ensuring that the costs and benefits arising from growth are fairly distributed.

## **B. PLAN WILL ALSO SUPPORT FINANCIAL SUSTAINABILITY OBJECTIVES**

The Town's Financial Plan is more than just a growth management tool. It will be used to guide Council on fiscal best practices and all types of strategic decision making. It will also allow staff and senior management to articulate, in financial terms, the objectives that the Town should be striving to achieve and the strategies needed to pursue those objectives. In this regard, Innisfil's entire fiscal condition is addressed as part of the Plan so that the financial sustainability of the Town can be examined over a longer timeframe than the annual budget cycle. All tax supported capital and operating cost impacts are therefore analyzed.

Tools for comparing the Town's fiscal health to other municipalities, for setting and achieving long-term financial targets, and for monitoring progress, are contained in the Plan. In this way, the Town can make financial decisions in the context of their effects on long-term asset management, the adequacy of reserve funds, debt levels and debt capacity, and property taxes rates. A key component of the Plan is a comprehensive financial planning model, developed in Excel, and designed for use by Town staff in subsequent years.

The timing of the Plan is prudent as it builds upon important work completed by the Town in recent years—capital plans prepared as part of the 2014 *Development Charges Study*, the 2010 *Long Term Capital Financing Plan*, and the 2014 *Asset Management Plan*—yet is being completed in advance of much of the anticipated development taking place.

## **C. REPORT STRUCTURE AND CONTENT**

The Financial Plan is based on a detailed review of municipal financial documents, including capital and operating budgets, financial information returns, by-laws and policy documents, staff and consultant reports, and website materials, as well as telephone, e-mail, and face-to-face interviews with finance and department staff.

Following this introductory section, the report is divided into the following sections:

- **Section II** presents the demographic and economic context in which the Financial Plan will operate. Growth forecasts, and their financial implications, are also discussed.
- **Section III** provides an overview of Town expenditures by program and current sources of revenues. In order to provide some context, a number of indicators are also measured with comparable municipalities with a view to assessing the Town's current financial condition.
- **Section IV** contains a brief description of the long-range financial forecast methodology and major assumptions. A discussion of some of the financial challenges the Town will face in the future are also identified. Finally, the property tax impact as well as possible options for addressing these challenges are considered.
- **Section V** sets out the long-range financial planning principles and policies that are recommended for the Town's consideration.

A detailed assessment of the Town's current financial policies is contained in Appendix A.





## **II DEMOGRAPHIC AND ECONOMIC ENVIRONMENT**

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In undertaking long term financial planning for a community, it is essential to consider the demographic and economic context within which it will operate. This section provides a broad assessment of this context for Innisfil. It reviews the demographic factors that are affecting the Town. The changing employment of the Town is also reviewed with particular consideration being given to implications for the property tax base.

The financial modelling begins with a growth forecast for the Town over the next twenty years. The forecast is premised on the Town achieving population and employment targets established by Schedule 7 of the *Growth Plan for the Greater Golden Horseshoe*.<sup>1</sup> Adjustments have been made to the population forecasts to account for the financial impact of owners of second homes in Innisfil who reside permanently elsewhere; this seasonal population is not included in the *Growth Plan* targets.

Town staff have reviewed the forecasts to ensure consistency with the County of Simcoe's ongoing land budgeting and the growth forecasts used in the Town's *Development Charges Background Study, 2014*.

The growth forecast is used as the basis for capital and operating plans and also forms the basis for the assessment forecast incorporated into the financial planning model. The following summarizes the main features of the growth forecast.

### **A. BROAD ECONOMIC ENVIRONMENT**

Most communities are established and then undergo change as a result of their location and their relationship to other places. In Innisfil's case, agriculture, together with the development of public roads, railways and lake navigation provided the initial

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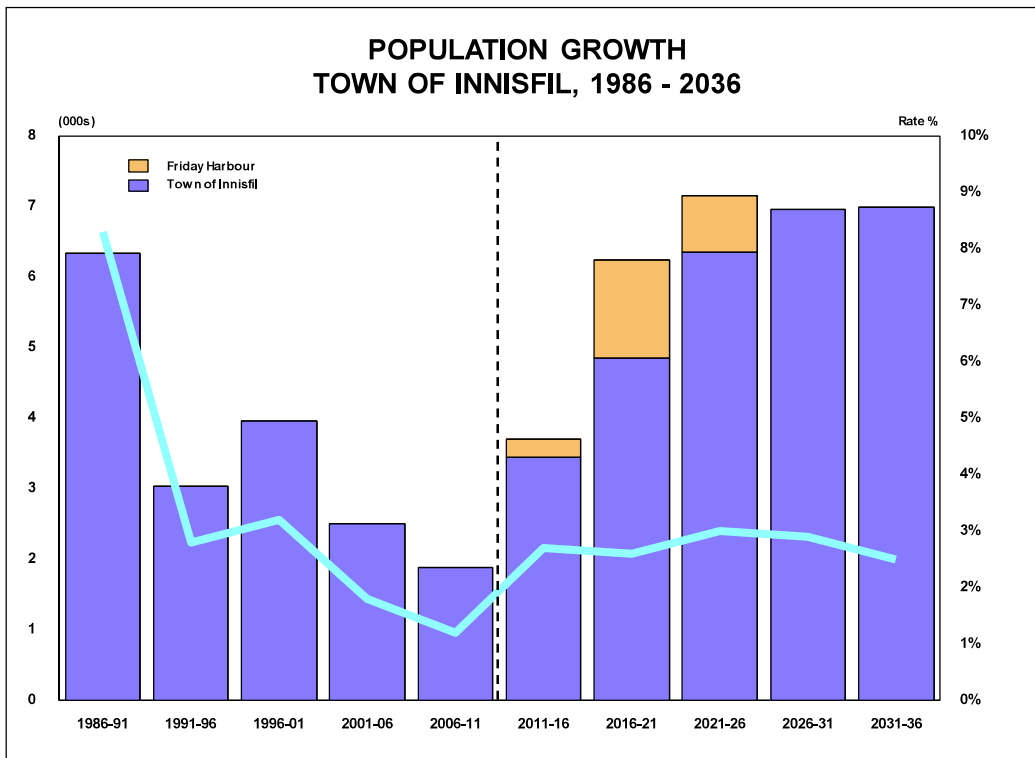
<sup>1</sup> That is, 2031 population and employment targets of 56,000 and 13,100.

foundation for settlements. More recently, the Town’s location along the major highway connecting the Greater Toronto Area to northern Ontario has been the catalyst for growth. Along the highway, land dedicated for employment uses provide long-term employment opportunities. Existing communities, both near the shore of Lake Simcoe and inland, will continue to support residential development from which people can commute either locally or to jobs to the north in Barrie and in the Greater Toronto Area to the south.

**B. POPULATION TRENDS**

To the extent that the demand for municipal services is driven by people it is important to understand population trends for long-term financial planning. The financial model relies in part on population drivers for the financial forecast. Exhibit 1 shows the history of population growth in Innisfil and the population growth forecast to 2036.

**Exhibit 1**



Source: Hemson Consulting Ltd, based on Statistics Canada data.

The Town's permanent population has grown steadily over the last twenty-five years, from 13,600 in 1986 to 33,100 in 2011 with the fastest rate of growth in the late 1980s. Housing slowdowns arising from economic recessions in the early 1990s and late 2000s resulted in less population growth during those periods. This pattern was not unique to Innisfil. Most communities in southern Ontario also experienced slower population growth during the 1991-1996 and 2006-2011 periods, and often to a greater degree.

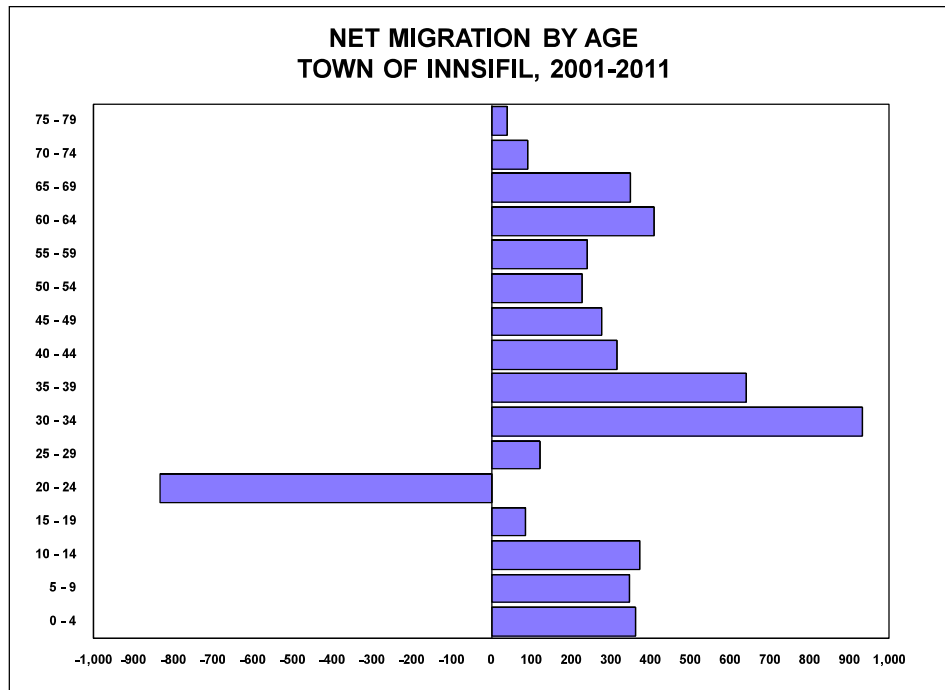
Substantial population growth is forecast over the next twenty years, with the growth rate rising to its highest level since the late 1980s in the next decade. During the last ten years of the forecast period permanent population is anticipated to grow by about 1,400 per year. Seasonal population, mostly arising from the construction of second homes in the Friday Harbour resort, will contribute an additional 3,200 people to the permanent population base by 2025. Overall, population is forecast to almost double over the forecast period, from 35,900 in 2014 to 63,000 in 2034; an amount of growth that is unprecedented in Innisfil.

### **C. MIGRATION AND AGE STRUCTURE**

Changes in a community's population are the result of two factors: the net change resulting from migration and the net change from births and deaths (natural increase). The rate of natural increase has slowed in the Town for some time; this is part of a widespread pattern of low birth rates coupled with a smaller number of people in family forming age groups. In Innisfil it is migration, primarily out-migration from the Greater Toronto Area, that drives growth and development. The level of migration tends to be tied to the ebb and flow of economic activity.

Exhibit 2 shows that between 2001 and 2011 Innisfil experienced positive in-migration in all age groups. The exception was an outflow of young adult migrants in their early 20s many of whom probably left to pursue higher education elsewhere.

Exhibit 2

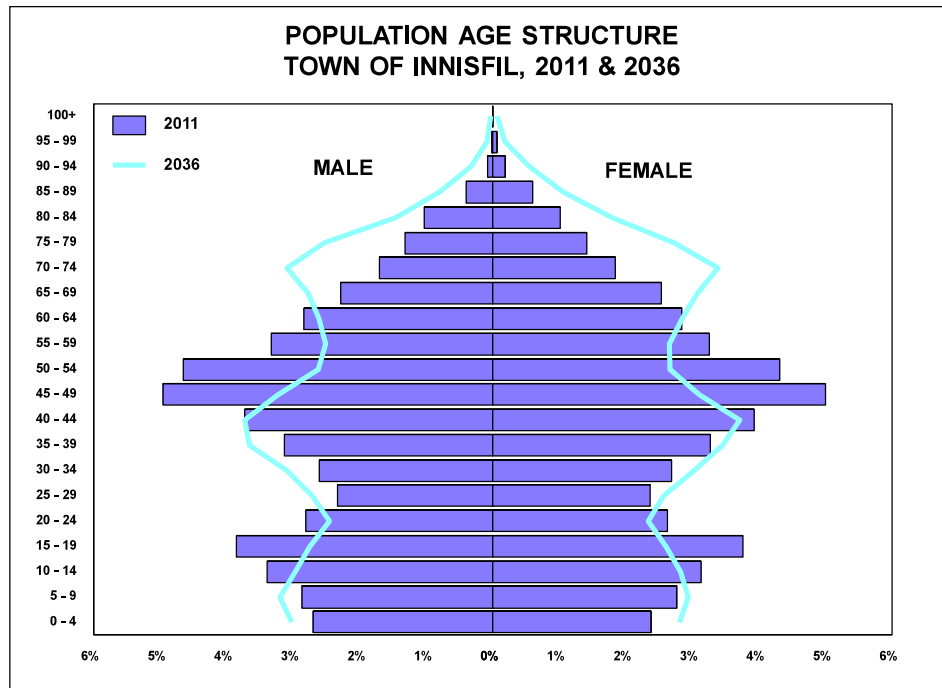


Source: Hemson Consulting Ltd. based on Statistics Canada data.

The population age structure is an important factor for municipal financial planning because of its influence on the assessment base (through changes in housing and non-residential space demand) and the demand for services. Exhibit 3 shows the age structure of Innisfil's population at the 2011 Census and at the end of the forecast period in 2036. The chart shows that the predominant age groups are currently baby boomers in their late 40s and early 50s as well as pre-teen and teenage youth. By 2036 the boomers will be in their 70s. However, the aging effect of this group on the overall structure will be offset by migrants in their 30s and 40s and their young children. In short, Innisfil's population will not exhibit the same aging as many other communities in Ontario.

A more diverse age structure will likely result in a shift in demand towards a broader range of programs and services than currently exists, particularly for seniors, adults, and young children.

Exhibit 3



#### D. HOUSING PROJECTIONS

For other purposes in the financial model, the residential assessment forecast for example, the financial forecast is driven by the addition of new housing units. About 11,100 housing units are forecast to be constructed from 2015 to 2034. The forecast composition of the new units—61% single and semi-detached units, 17% row units, and 22% apartments—is a reflection of the housing required by family forming in-migrants and, in the case of Friday Harbour, second home owners. The higher rate of household growth compared to population growth is predicated on a slight decline in occupancy levels in existing housing.

Table 1 shows that the majority of new housing (5,272 units or 48%) is to be built in the Alcona service area, which incorporates developments in Alcona proper as well as at Leonard's Beach, Sandy Cove, and the Big Cedar Point Shoreline. Substantial housing is also anticipated in the Friday Harbour (in the near-term), Lefroy-Belle Ewart, and Alcona South (Sleeping Lion) service areas.

The forecast residential development will put pressure on services such as Fire and Roads, for which the amount and distribution of development is an important factor in capital development planning.

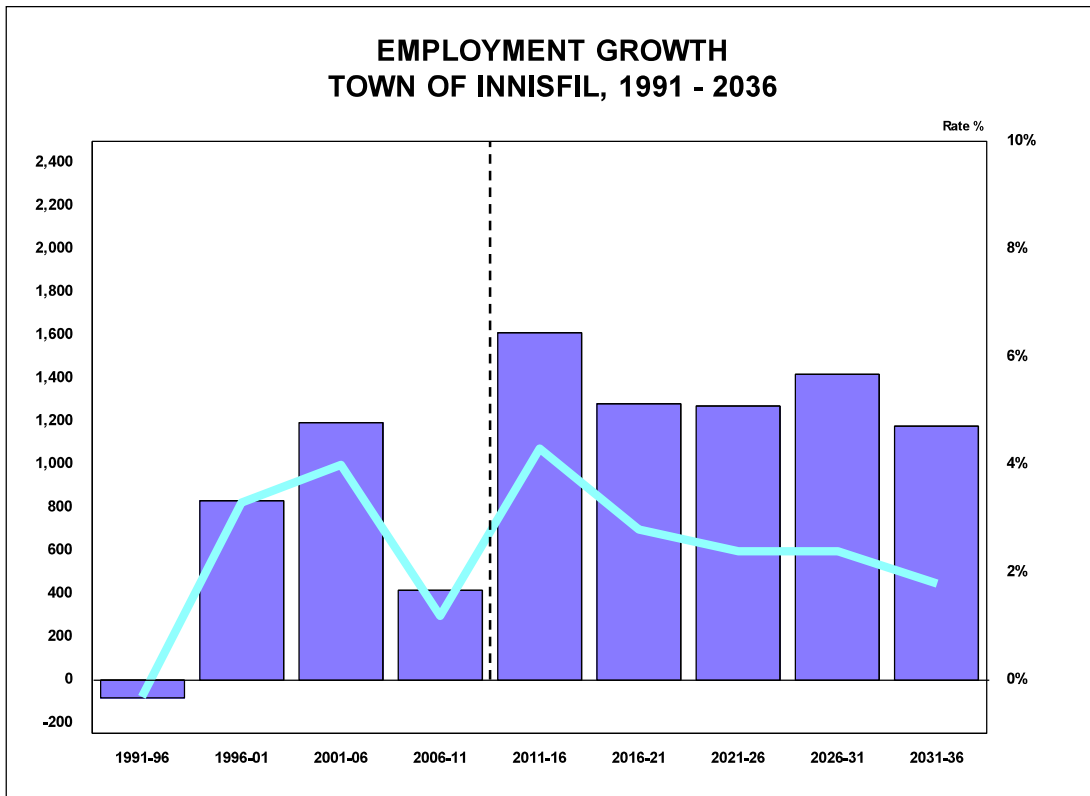
<b>Table 1</b>		
<b>Housing Forecast 2015-2034</b>		
<b>Service Area</b>	<b>New Housing Units 2015-2034</b>	
Alcona	5,272	47.5%
Big Bay Point Shoreline	38	0.3%
Churchill	35	0.3%
Cookstown	735	6.6%
Friday Harbour	1,600	14.4%
Gilford & Degrassi Point	80	0.7%
Innisfil Heights	35	0.3%
Lefroy-Belle Ewart	1,500	13.5%
Stroud	100	0.9%
Alcona South (Sleeping Lion)	1,700	15.3%
<b>Total</b>	<b>11,095</b>	<b>100.0%</b>

Note: Alcona service area includes Alcona, Alcona (OPA lands), Leonard's Beach, Sandy Cove, and Big Cedar Point Shoreline.

## **E. EMPLOYMENT AND NON-RESIDENTIAL SPACE**

The financial model uses employment drivers to forecast expenditures for services provided to non-residential development. The model also derives a forecast of non-residential space from the employment forecast in order to establish the additional property tax revenue arising from non-residential assessment. Exhibit 4 shows the history of employment growth in Innisfil and the employment growth forecast to 2036.

Exhibit 4



Source: Hemson Consulting Ltd. based on Statistics Canada data.

The Town’s employment has increased over the last twenty years, with the rate of growth slower during the recessionary periods of the early 1990s (when it was negative) and late 2000s. As with population, significant employment growth is forecast for the Town over the next twenty years, especially in the early years as employment that would otherwise have taken place during the 2008-2009 recession materializes. About 5,100 new jobs are forecast in Innisfil over the twenty year forecast period increasing the number of jobs from 8,700 in 2014 to 13,800 in 2034.

Employment is forecast according to three categories: population-related, employment land, and rural.

**Population-related employment** is employment that primarily serves a resident population. The category includes retail, education, health care, places of worship, local government and work-at-home employment. Population-related employment in Innisfil is largely tied to growth in the population requiring services and as such is distributed to service areas within the Town based on population growth. About 56% of total employment growth between 2015 and 2034 will be in this category.

**Employment land employment** refers to employment accommodated primarily in low-rise industrial-type buildings, the vast majority of which are located within business parks and industrial areas. Altogether, about 41% of total employment over the next twenty years will be in this category. About 83% of this employment will be accommodated in the Innisfil Heights employment area where approximately \$70 million in municipal water and wastewater services are planned to be provided within the next five years.

**Rural-based employment** refers to jobs scattered throughout rural areas and includes agriculture and primary industries plus uses typically found in urban employment areas, but not located on urban land designated for industrial or commercial use. In Innisfil, these uses would include agricultural-related uses, small-scale manufacturing or construction businesses run from rural and farm properties and some scattered retail or service uses. Rural-based employment in the Town is not forecast to be a major source of growth (3%).

To determine new floorspace Town staff provided information about the Gross Floor Area (GFA) of known and anticipated development over the next 10 years. To estimate remaining floorspace over the twenty year forecast period, an assumed floorspace per worker (FSW) for each employment category was applied to the employment forecast. The following FSW assumptions were used: 50m<sup>2</sup> for population-related employment; 80m<sup>2</sup> for employment land employment; and no new floorspace for rural employment.

The employment and non-residential space forecast used in the financial planning model is summarized in Table 2. About 308,300 square metres of GFA is forecast to be constructed over the next twenty years.



<b>Summary of Employment Growth and New Floorspace Forecasts</b>			<b>Table 2</b>
	<b>2014</b>	<b>2034</b>	<b>Growth</b>
Total Employment			5,100
<i>Population-Related</i>			2,900
<i>Employment Land</i>	9,300	14,000	2,100
<i>Rural</i>			100
Total New Floorspace			308,300
		<i>Population-Related</i>	143,600
		<i>Employment Land</i>	164,700
		<i>Rural</i>	0

Source: Hemson Consulting

## F. CONCLUSION

Overall, the demographic and economic conditions in Innisfil and Ontario will lead to substantial population and employment growth in the Town over the next twenty years.

There are direct and indirect implications for the long range financial plan that are likely to arise from the demographic and socio-economic outlook. The most direct effect is on the Town's assessment base, from which property taxes—the largest source of Town revenue—are derived. Development and redevelopment will occur to meet additional housing needs and the space requirements of new employment. The impact will be to increase the value of the assessment base and the capacity of the Town to generate tax revenue.

Balanced against potentially greater property tax revenue are changes to the cost of services that could result from growth. Substantial investments in new facilities and infrastructure, as well as the operating expenditures they trigger, will be required in order to maintain service levels. Many of the initial capital investments will be needed in advance of growth actually occurring. These expenditures could lead to the Town having to set aside money in reserves well in advance and/or borrow in order to finance them. Moreover, the pre-placement of “growth-related” facilities and infrastructure brings with it financial risk in circumstances where the actual amount of growth is less assured.

Changing demand patterns could also affect expenditures. If demand for programs servicing teenage youth decline, marginal costs (such as wages for program instructors) could be adjusted easily. However fixed costs associated with facilities or general overhead will be more difficult to adjust since they will require more fundamental decisions to be made regarding service levels and capital investments.

### **III ASSESSMENT OF CURRENT FINANCIAL CONDITION**

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This section of the report provides an overview of the Town’s expenditures by program and current sources of revenue. In order to provide some context, a number of indicators were measured with comparable municipalities with a view to assessing the Town’s current financial condition.

#### **A. OVERVIEW OF TOWN’S 2015 TAX SUPPORTED BUDGET**

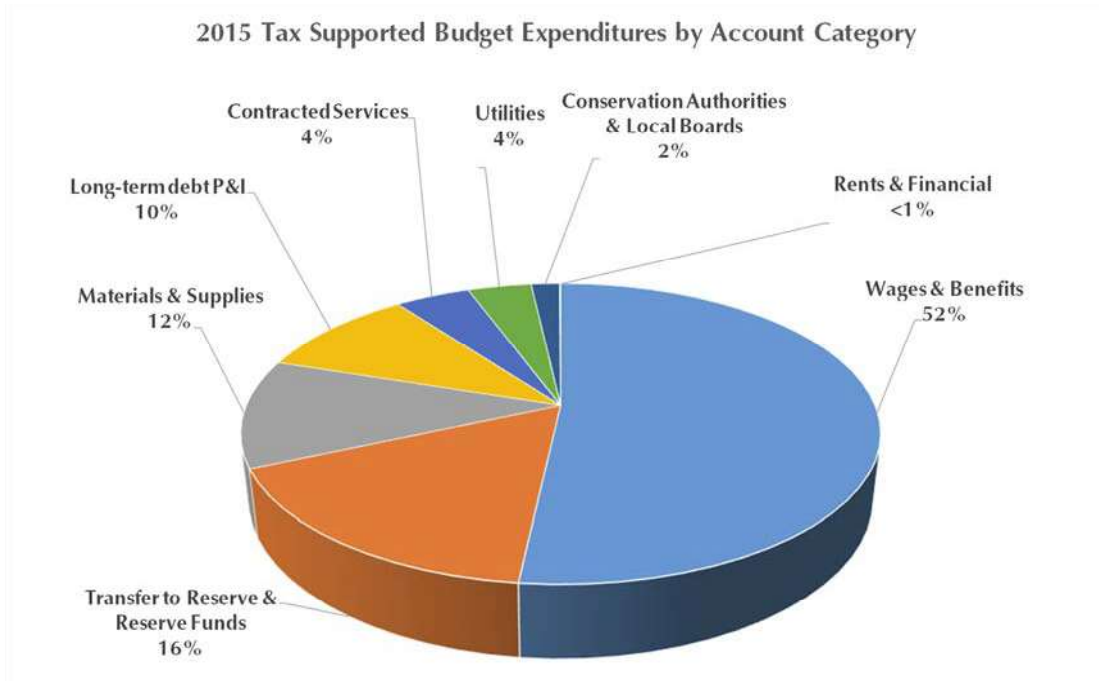
In this section, the current distribution of the Town’s gross expenditures by asset category and department (for tax funded expenditures), as well as current sources of revenues are discussed.

##### **1. Gross Expenditures By Account Category**

The Town’s 2015 tax supported budget included expenditures totaling \$54.4 million. The largest area of spending was on salaries, wages and fringe benefits (estimated at \$28.1 million or 52%) (see Exhibit 5). An estimate of Town spending on police salaries, estimated at 90% of Conservation Authority and Local Boards expenditures, is included in this amount. Including police, the level of spending on wages and benefits in Innisfil is well within the municipal range for lower tier municipalities within a County structure, recognizing that accounting and reporting differences between municipalities make “like for like” comparisons difficult.

The next largest area of spending, at \$9.0 million or 16%, relates to transfers to capital and operating reserves and reserve funds (including the Alternative Revenue Source reserve—see below), followed by spending for materials and supplies (\$6.4 million or 12%), principal and interest payments on long-term debt (\$5.3 million or 10%), contracted services (\$2.5 million or 4%), and utilities (\$2.1 million or 4%). The remaining spending of \$965,000 (2%) represents payments to Lake Simcoe Region and Nottawasaga Conservation Authorities and local boards (excluding police salaries which are included in the wages and benefits above), rents and financial costs, and amortization gains/losses.

Exhibit 5



Note: Transfers to Reserve & Reserve Funds are net of Internal Recoveries & Transfers (\$1.7 million).

Note: 90% of Conservation Authorities & Local Board expenditures is included in Wages & Benefits to account for Police salaries.

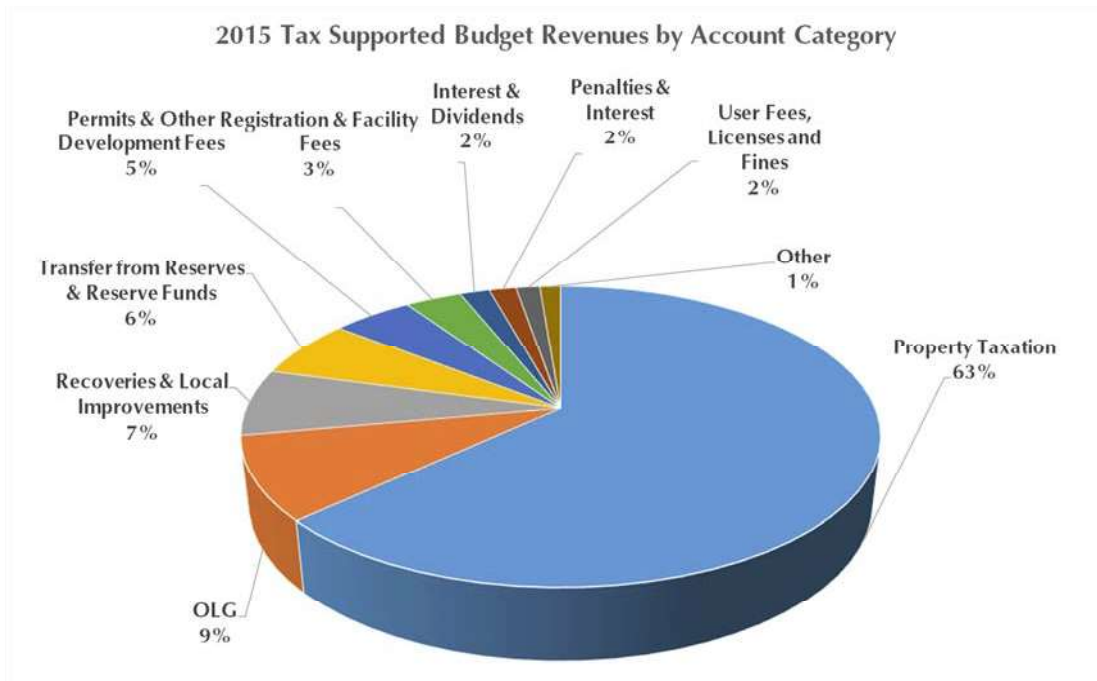
## 2. Revenues By Source

Exhibit 6 shows that the Town's largest source of revenue is property taxation, totalling \$33.5 million (or 63%). Property tax is the Town's key revenue source. If growth in other revenue sources fails to keep pace with growth in program expenditures, a larger burden of program funding will fall on property taxes in the future. Various user fees, fines, licenses and charges account for \$5.3 million in revenue: \$2.6 million (5%) in building permits and other development fees; \$1.9 million (3%) in registration and facility fees (mostly associated with parks and recreation services); and \$780,000 (1%) in licenses, fines, and other user fees.

Somewhat unique to Innisfil is the \$4.9 million in revenue received through an agreement with Ontario Lottery and Gaming Corporation (OLG) for a fixed percentage (5%) of proceeds at Georgian Downs race track. The Town has received OLG revenue since 1999 and maintains the funds in a dedicated Alternative Revenue Source (ARS) reserve.

The balance of Town revenues come from recoveries and local improvements (\$3.9 million or 7%), mainly used to fund capital projects, transfers from reserves and reserve funds (\$3.5 million or 6%), interest and dividends (\$976,000 or 2%), penalties and interest (\$886,000 or 2%), and other miscellaneous sources (\$683,000 or 1%).

**Exhibit 6**



Total Revenue = \$54.4 million

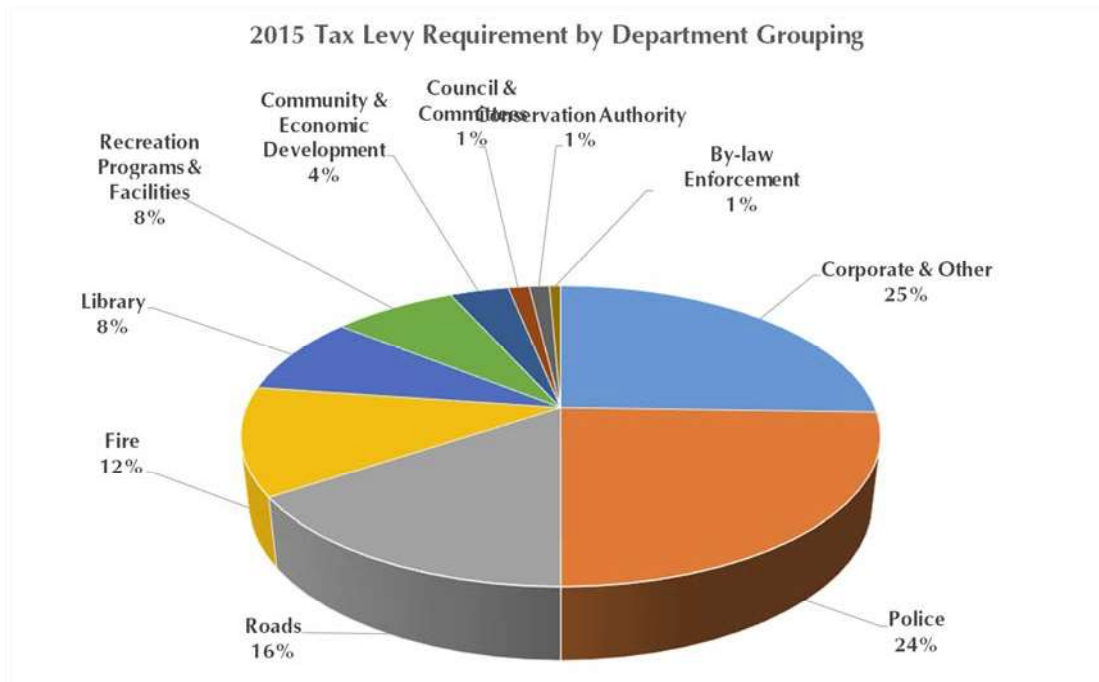
### 3. Tax Funded Expenditures by Department

Exhibit 7 shows the distribution of the Town's tax funded expenditures by program or department for 2015. The total tax levy funding requirement was \$34.2 million and includes an operating budget surplus of \$780,000 carried forward from 2014 to support the 2015 budget. The largest area of spending was for a variety of corporate and administrative functions including CAO/Deputy CAO, Clerk Services, Communications, Customer Service, Financial Services, Human Resources, and Legal Services. Police services. At \$8.7 million, these services account for 25% of tax supported spending.

The next largest area of spending, at \$8.4 million or 24% of total tax supported spending, was for Police services. Spending for Roads operations and administration was the third largest component of tax funded expenditures in 2015 at \$5.4 million (16%). This program covers roads and related infrastructure maintenance and winter control as well as engineering design and contract administration.

Fire and Rescue Services accounted for \$4.0 million or 12% of tax funded expenditures while Innisfil's Public Library and Recreation Programs and Facilities services accounted for \$2.9 million and \$2.6 million respectively (8% each). The remaining \$2.3 million in tax funded expenditures relates to Community and Economic Development (4%), Council and Committees (1%), Conservation Authority (1%), and By-Law Enforcement (1%) services.

**Exhibit 7**



Total Tax Levy = \$33.5 million

It is noted that the Police service is administered by an external board. The Town has limited control over service levels and the resulting expenditures.

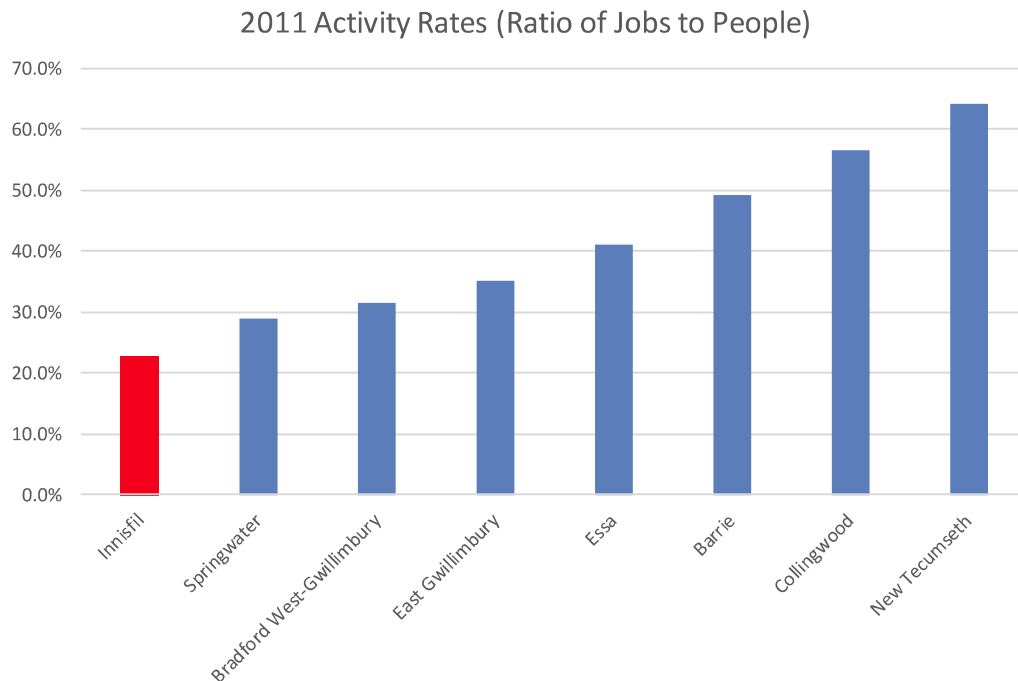
**B. INTER-MUNICIPAL COMPARISON OF KEY FINANCIAL INDICATORS**

The following summarizes the results of the inter-municipal comparison of financial indicators and a discussion of the Town's current financial condition. Municipalities of similar size, location and growth prospects in Simcoe County and York Region are included in the analysis.

## 1. Activity Rate

The activity rate—the ratio of jobs to residents—is an indicator of community “completeness”, to the extent that a higher activity rate reflects a greater opportunity for people to live and work in the same jurisdiction. This can result in greater efficiency in service delivery (through less demand for roads for example). Exhibit 8 compares the activity rates in Innisfil to those in the comparator municipalities. The chart shows that Innisfil’s current activity rate of 23% is low, a reflection of the large proportion of its workforce that out-commutes. Notwithstanding the high level of employment forecast for the Town over the next twenty years the Town’s activity rate, while increasing, will remain relatively low because of rapid population growth.

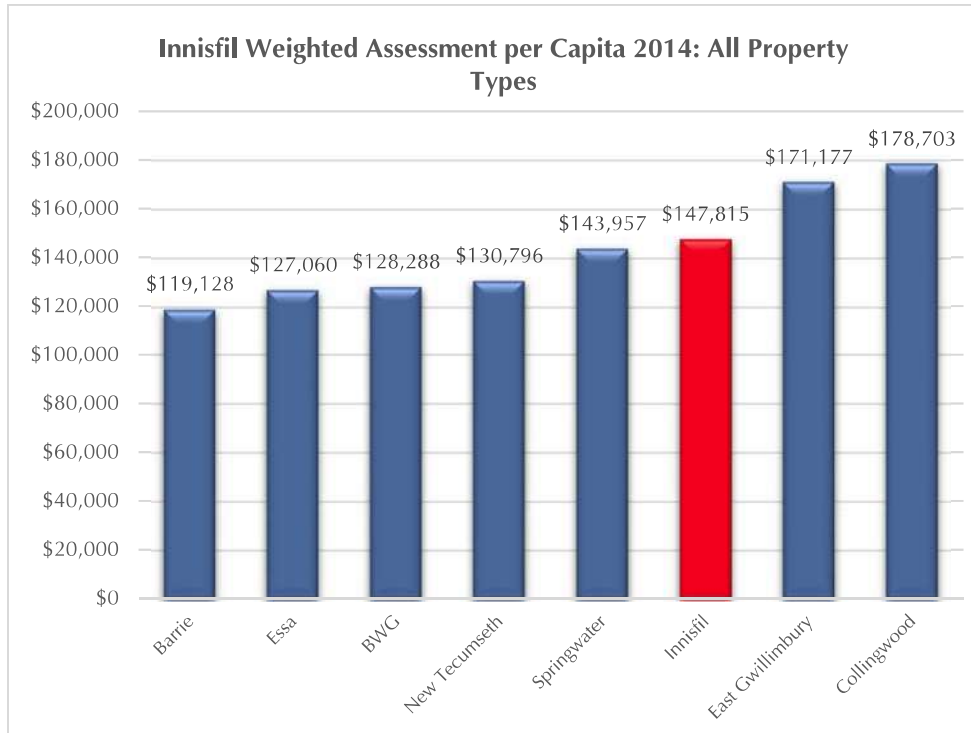
**Exhibit 8**



## 2. Assessment Base Profile

Property taxes in Ontario are based on the assessed value of real property—land and improvements. The diversity and “richness” of the assessment base are indicators of a municipality’s financial strength and flexibility. Exhibits 9 and 10 show that Innisfil has a comparatively high assessment per capita driven mainly by high value residential properties, particularly on the lakefront. The Town can in theory generate more property taxes per capita than most of the other comparator municipalities.

**Exhibit 9**



**Exhibit 10**

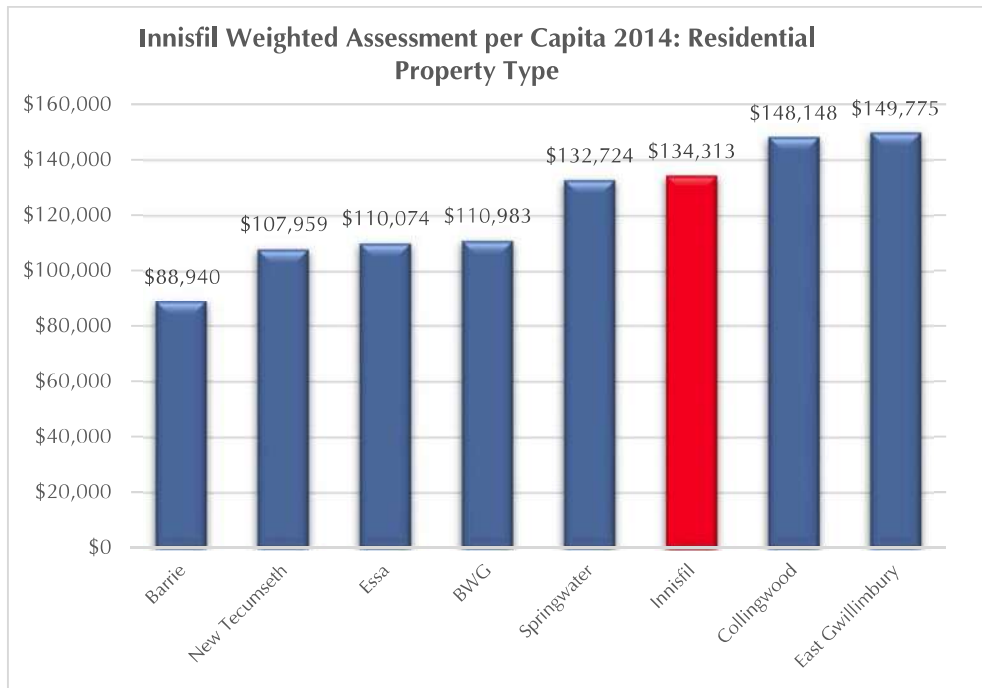




Table 3 shows that a comparatively high proportion (92.5%) of Innisfil's assessment base falls into the residential and farm property classes. Of the comparator municipalities, about 13.8% of the assessment base is non-residential; the Innisfil equivalent is 7.5%. More non-residential assessment is an indicator of fiscal strength given that non-residential properties tend to place less demand on municipal services than residential properties and typically pay proportionately higher taxes.

<b>Table 3</b>		
<b>Assessment Base Profile</b>		
<b>Property Class</b>	<b>Innisfil % Unweighted Assessment</b>	<b>Comparator Municipalities % Average Unweighted Assessment<sup>1</sup></b>
Residential (including Farm)	92.5%	86.2%
Commercial	6.3%	11.3%
Industrial	0.8%	2.2%
Other	0.4%	0.3%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>

<sup>1</sup> Includes Bradford West-Gwillimbury, Collingwood, Springwater, New Tecumseth, East Gwillimbury, Essa, and Barrie.

Source: Financial Information Return (FIR), 2014

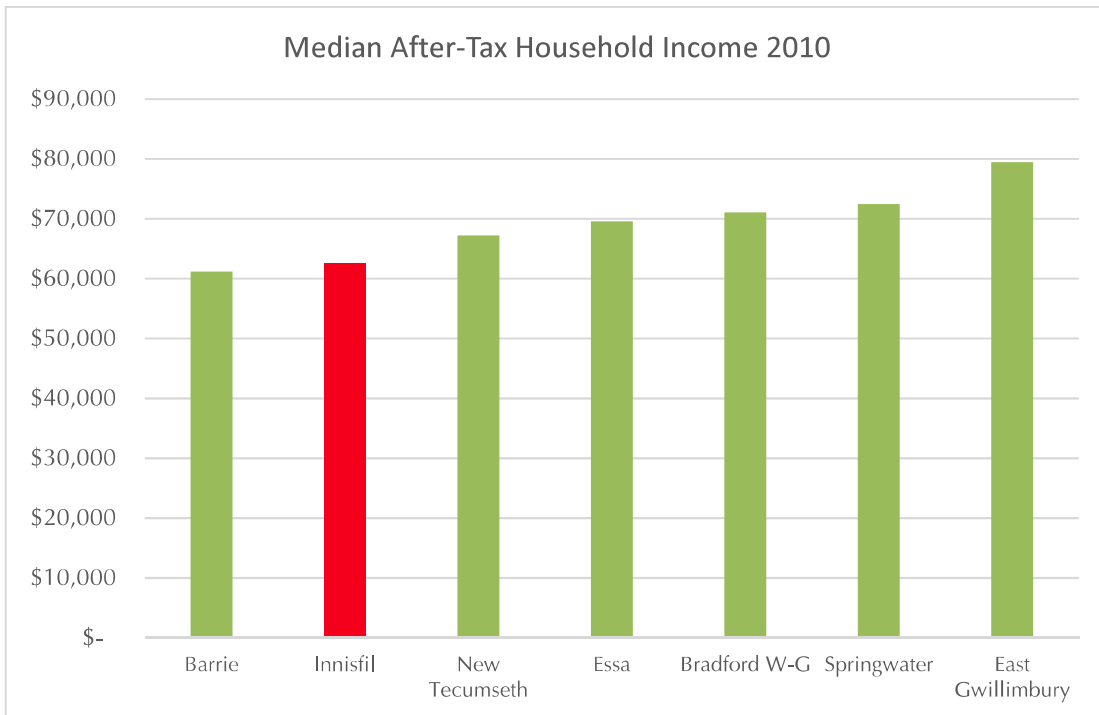
The development of Innisfil Heights employment lands on Highway 400 will shift the assessment mix in Innisfil towards the comparator municipal average over the long-term.

### 3. Disposable Income

Disposable household income reflects the ability of residents to pay property taxes. As such, higher disposable income is an indicator of greater revenue security. Higher disposable incomes can also, however, result in a greater demand for municipal services.

Exhibit 11 provides information on median after-tax household income in 2010, the latest year for which data is available. The chart shows that disposable income in Innisfil falls within the low end of the comparator municipalities, albeit within a fairly narrow range. It is noted that the data excludes the income of Innisfil's numerous seasonal households, which is higher on average than permanent household.

Exhibit 11



Source: : Statistics Canada, National Household Survey 2011

#### 4. Reserves and Reserve Funds

Healthy reserves and reserve funds allow municipalities to fund one-time or short-term expenditures, manage variable or “shock” expenditures, and provide for future replacement or acquisition of capital assets. They can also reduce financing costs by avoiding the need for debt.

Table 4 summarizes the Town’s reserves and reserve funds as at January 1, 2015. Total reserves amounted to \$28.4 million (obligatory reserve funds such as development charges are not shown). In the financial model reserves and reserve funds are grouped into categories for the purposes of assessing their adequacy to fund future expenditures and establishing targets and policies. These categories are also shown in Table 4.

The ARS (OLG) reserve totalled \$7.7 million at the beginning of 2015. Monies in this reserve are used to fund debt, capital expenditures (growth-related and non growth-related), and grant initiatives such as the Council Discretionary Fund and Inspiring Innisfil.

Table 4 - Long Range Financial Plan Reserve and Reserve Fund Summary			
Reserve Category	Reserve Name	2015 Opening Balance	Purpose
Capital Reserve - ARS (OLG)	Discr.RF-OLGC	\$ 7,713,805	Revenue from Ontario Lottery Gaming Corporation (OLG) used to fund debt, non-growth and growth-related capital. Funds also used for grant initiatives (Council Discretionary Fund & Inspiring Innisfil)
	<b>Total</b>	<b>\$ 7,713,805</b>	
Capital Reserve - Tax	Computer Depreciation	\$ 250,892	Reserves in the capital tax reserve category are used to fund non-growth related shares of capital projects including benefit to existing, repair and replacement and ineligible services identified by the Development Charges Act.
	Contingency	\$ 2,024,330	
	Fuel Administration	\$ 9,724	
	General Facilities	\$ 265,469	
	Innis.Park Boat Launch	\$ 30,620	
	Innisfil Park Improvements	\$ -	
	Lefroy Fire Hall	\$ -	
	Library Automation	\$ -	
	Library Computer Depreciation	\$ 594,083	
	Library Donations	\$ 21,164	
	P. Works Equip. Replace.(consolidated into Town Fleet)	\$ -	
	Parks & Rec. Equip. Repl.(consolidated into Town Fleet)	\$ -	
	Police	\$ 317,101	
	Rescue Air Boat (Fire)	\$ 3,000	
	Road Improvements	\$ 34,643	
	Shore Acres Reconstruction	\$ 32,669	
	Skateboard Parks	\$ 2,500	
	Town Fleet Replacement	\$ 1,898,746	
	Alcona Storm Drain	\$ -	
	Belle Ewart Park(Don)	\$ -	
	Debenture Debt	\$ -	
	Discr.RF-Capital	\$ 4,400,060	
	Discr.RF-Community Reinvestment	\$ 267,857	
	IBR Interchange	\$ 306,356	
	Innisfil Heights	\$ 559,807	
	Innisfil Recreation Trail	\$ 3,034	
	Parks Land Sales	\$ -	
	Stroud Curling Club Capital	\$ 43,073	
	Tree Replacement	\$ 56,809	
	<b>Total</b>	<b>\$ 11,121,938</b>	
Operating Reserve - Tax	Debt Reserve(Excess County Pymts)	\$ -	Reserves in the operating tax reserve category are used to fund operating related expenditures such as wages and benefits, election related expenditures, legal fees, and obligations under the Drainage Act. The reserve is used in addition to the property tax levy to fund the Town's annual operating budget. The Reserve-Tax Stabilization, is also used to mitigate the effect of variations in operating costs on the tax rate.
	Organizational Efficiency	\$ 350,000	
	Payroll	\$ -	
	Police Benefits	\$ -	
	Self Insurance	\$ 331,958	
	Sick Leave	\$ -	
	Winter Control Reserve	\$ 286,091	
	Working Funds	\$ -	
	Legal	\$ 400,000	
	Reserve-Election	\$ 34,469	
	Reserve-Excess County DebtPymt	\$ -	
	Reserve-Police Benefits	\$ -	
	Reserve-Tax Stabilization	\$ 3,952,587	
	Reserve-Wages & Benefits	\$ -	
	<b>Total</b>	<b>\$ 5,355,105</b>	
Building Inspection Reserve	Reserve-Inspect.Stabilization	\$ 880,923	The Building Inspection reserve is used to fund expenditures that are not covered by building permit revenues in the event of a permit revenue shortfall.
	<b>Total</b>	<b>\$ 880,923</b>	
Planning Act Reserve	Cash in lieu of Parking	\$ 81,877	Relates to planning fees collected for cash-in-lieu of parkland and cash-in-lieu of parking contributions. Funds can only be used in accordance with the provisions of the Planning Act.
	Parks Fund Balance	\$ 395,131	
	<b>Total</b>	<b>\$ 477,008</b>	
Capital - Other	7th/8th Line Urbanization	\$ 1,189,632	
	8th Line Reconstruction	\$ 174,822	
	Discr. RF-Council Discretionary	\$ -	
	Street Lights	\$ 139	
	<b>Total</b>	<b>\$ 1,364,592</b>	
Gas Tax Reserve	Gas Tax Funding Reserve	\$ 1,506,949	
	<b>Total</b>	<b>\$ 1,506,949</b>	
	<b>Grand Total</b>	<b>\$ 28,420,322</b>	

Discretionary reserves for the future rehabilitation and replacement of the Town's various capital assets are included in the Capital Reserve – Tax category. Total funds in this reserve category amounted to \$11.1 million at the beginning of 2015. About \$4.4 million of this \$11.1 million sits in the discretionary capital reserve, the primary reserve for funding asset management expenditures. Funds in this reserve enable the Town to avoid external borrowing costs due to annual cash flow circumstances. Another \$2.0 million is set aside as a contingency for cost escalation or other unanticipated cost “shocks”. Separate reserves exist for the replacement of vehicles (\$1.9 million), Library computers (\$594,000), other computers (\$251,000), trees (\$57,000), and other infrastructure as well as the maintenance and repair of facilities (\$265,000) and roads (\$35,000).

These types of capital reserves are often employed by municipalities that are well-managed from a financial perspective. A main focus of the Financial Plan is the adequacy of Innisfil's capital reserves for asset management and other expenditures. This is discussed in Section V.

Reserves used primarily for operations are included in the Operating Reserve - Tax category and amounted to \$5.4 million at the beginning of 2015. The reserves in this category have been established to provide the Town with the ability to offset general year-to-year budget fluctuations and variations in weather conditions that the Town may experience. The Tax Stabilization (PTRS) operating reserve, amounting to \$4.0 million, allows the Town to mitigate the impact of variations in expenditures and revenues on the tax rate. Recommendations for withdrawals from this reserve to offset one-time non-recurring expenses are made annually by the Treasurer as part of the budget process. This reserve is funded from surpluses and is currently at its targeted maximum under the Town's existing policy (see Appendix A). The other balances in the operating reserves relate to managing legal expenses (\$400,000), organizational efficiency (\$350,000), insurance (\$332,000), winter control (\$286,000), and municipal elections (\$35,000).

The Building Inspection Reserve category includes revenues collected through building permit fees and are used to fund the administration and enforcement of the Building Code. The balance of this reserve category is currently \$880,900.

The final reserve categories manage funds collected to fund capital under specific legislation: planning fees collected for cash-in-lieu of parkland and cash-in-lieu of parking contributions under the *Planning Act* (\$477,000); local improvement charges to developers for capital improvements to 7<sup>th</sup> and 8<sup>th</sup> Line within the Alcona Secondary Plan (\$1.2 million); and the gas tax reserve (\$1.5 million).

Again, all of the Town's reserves are typical of those found in well-managed municipalities.

Table 5 shows that Innisfil has comparatively healthy discretionary reserves: the second highest per capita and per household reserves in 2014. The ratio of reserves to gross expenditures was 0.66, within the mid-range of the municipal comparators.

<b>Municipal Reserves &amp; Reserve Funds Financial Indicators</b>			
<b>Municipality</b>	<b>Reserves per Capita</b>	<b>Reserves per Household</b>	<b>Ratio of Reserves to Expenditures</b>
Springwater	\$ 951	\$ 2,371	0.86
Essa	\$ 604	\$ 1,745	0.67
Collingwood	\$ 1,653	\$ 2,941	0.67
<b>Innisfil</b>	<b>\$ 1,046</b>	<b>\$ 2,510</b>	<b>0.66</b>
Bradford West Gwillimbury	\$ 853	\$ 2,427	0.54
East Gwillimbury	\$ 608	\$ 1,657	0.49
New Tecumseth	\$ 442	\$ 1,185	0.30
Barrie	\$ 550	\$ 1,152	0.25

Note. Excludes obligatory reserve funds such as development charges and cash-in-lieu of parkland.

Two cautionary notes are necessary:

- First, the reported figures are snapshots in time of cash balances in reserves and reserve funds at the end of 2014.
- Second, there is no measure of future commitments against the reserves or of any future liabilities for which the funds are provided. While it is not possible to judge the adequacy of these provisions from the data shown in Table 5 the financial planning model will address this issue.

## 5. Debt

In general, low debt servicing costs provide municipalities with a great deal of financial flexibility since they are not encumbered by fixed financial obligations. The Town's total tax supported debt payments in 2015, for debt already issued, were \$5.3 million, of which 55% related to debt on the Innisfil Recreation Complex (IRC) (see Table 6a). In addition, the Town has committed to issuing additional \$28.6 million of debentures for three fire station expansions, a library branch expansion, and several public works projects (see Table 6b).

Total remaining debt as of 2016, including current and committed debt, amounts to \$55.0 million. The largest component of remaining debt relates to \$14.3 million in repayments on the IRC debenture. Other substantial debt obligations include \$8.2 million in outstanding payments on a debenture for the Administration Building and \$6.6 million in payments for the construction of the Lakeshore Library branch.

Department	Description	Total Debenture Amount	Remaining Amount (2016) <sup>1</sup>	End of Term	Funding Source
Corporate & Other	Administration Building	\$ 11,330,000	\$ 8,214,000	2030	ARS & Tax Levy
Library	Cookstown Library	\$ 2,660,000	\$ 1,929,000	2030	Library DC
Police	SSPS Administration Building	\$ 2,660,000	\$ 1,929,000	2030	Police DC
Recreation Programs & Facilities	Innisfil Recreation Complex (IRC)	\$ 19,760,000	\$ 14,326,000	2030	Indoor DC Outdoor DC
	<b>Total</b>	<b>\$ 36,410,000</b>	<b>\$ 26,398,000</b>		

<sup>1</sup> Rounded to the nearest thousand.

Department	Description	Total Debenture Amount	End of Term	Funding Source
Fire	Lefroy Fire Station	\$ 3,155,000	2026	Fire DC
	Cookstown Fire Station	\$ 2,230,000	2026	Fire DC
	Big Bay Point Fire Hall	\$ 4,000,000	2027	Fire DC
Library	Lakeshore Branch	\$ 6,638,000	2036	Library DC
Roads	Operations Centre	\$ 5,549,000	2026	Public Works DC
	Salt & Sand Dome	\$ 3,404,000	2026	Public Works DC
	South Innisfil Drain	\$ 3,611,000	2026	Property Owners
	<b>Total</b>	<b>\$ 28,587,000</b>		

All current tax supported debt is associated with growth-related capital investments and will ultimately be funded from development charge reserve funds. Should development charge funds be unavailable or delayed interim financing of debt payments will be made using ARS funds.

Municipal debt levels amongst the municipal comparators are well within Provincial limits. Table 7 shows that even within this range Innisfil had comparatively low debt per household and per capita in 2014. When debt is measured against total net expenditures the Town falls within the low end of the range at 6%. By the indicator used to measure the Provincial debt limit (annual debt payments no more than 25% of own source revenue) Innisfil is also at 6%, again at the low end of the comparison range for 2014.

Municipal Debt Level Indicators				
Municipality	Debt per Capita	Debt per Household	Debt as % of Net Expenditures	Debt as % of Own Source Revenue
Bradford West-Gwillimbury	\$ 1,114	\$ 3,169	15%	16%
New Tecumseth	\$ 1,582	\$ 4,245	11%	12%
Collingwood	\$ 1,850	\$ 3,291	10%	10%
Barrie	\$ 1,997	\$ 4,187	8%	9%
Essa	\$ 366	\$ 1,057	5%	7%
<b>Innisfil</b>	<b>\$ 812</b>	<b>\$ 1,949</b>	<b>6%</b>	<b>6%</b>
Springwater	\$ 381	\$ 951	2%	3%
East Gwillimbury	\$ 2	\$ 5	0%	0%

Source: FIR 2014.

It is noted that the above comparison:

- includes municipal debt associated with water and wastewater utilities;
- excludes debt for all municipalities incurred since 2014; and
- excludes Town debt that has been committed but unissued (see Table 6b).

In summary, Innisfil is well positioned to address the financial challenges arising from growth and development anticipated over the next twenty years. While somewhat reliant on its residential assessment base to fund expenditures, that base is comparatively healthy and growing. And while the existing pattern of out-commuting will continue over the next twenty years, Innisfil will gradually become a more “complete community”. The Town has comparatively healthy reserves and (notwithstanding recent issuance) low levels of debt. Recognizing the shortcomings of inter-municipal comparisons, the results are indicative of Innisfil’s sound financial condition.



## **IV FINANCIAL FORECAST**

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This section contains a brief description of the long-range financial forecast methodology and major assumptions. Some of the financial issues that the Town will face in the future are identified. These include funding gaps during critical years when expenditures required to deliver municipal services exceed the revenues that are forecast to be available to pay for them. The factors contributing to the funding gaps are discussed. Finally, the property tax impact as well as other possible options for addressing the funding gaps are considered.

### **A. FINANCIAL PLANNING MODEL AND MAJOR ASSUMPTIONS**

The financial planning model developed for the Town provides estimates over a twenty year horizon, extending from 2015 to 2034. The base upon which the current application of the model draws is the Town's 2015 budget, with known adjustments that have been incorporated into the draft 2016 budget.

It must be emphasized that the forecast does not represent a proposed budget for the Town. Rather it is a forecast based on estimated capital and operating programs needs.

#### **1. All Tax Supported Programs Are Included**

The financial model includes capital and operating estimates for all tax-supported services, including those for the Police Board and Library Board. The forecast extends over twenty years, covering the period from 2015 to 2034. Water and wastewater services are excluded from the model since responsibility for delivering these services, including all assets and liabilities, has recently been transferred to InnServices Utilities Inc., a separate corporation created by the Town. The services will be continue to be run on a "utility" or "enterprise" basis by InnServices with funding provided primarily from utility rates charged to customers and other non-tax sources (e.g. development charges).

#### **2. Forecast Provides for the Effects of Growth on Capital and Operating Budgets**

In developing the forecast, a set of factors (e.g. change in total population, employment and/or households; the addition of new capital facilities) has been developed to estimate future operating expenditures and revenues for various Town

services.

In preparing its annual capital budget the Town prepares a nine year capital forecast beyond the budget year. This forecast has been extended in consultation with finance staff and Town departments to ensure that current levels of service are maintained as the Town grows. When major facilities are added throughout the forecast period (e.g. a new library or recreation facility) it has been assumed that a half years' operating expenses will be incurred in the year that the facility appears in the capital forecast. The annualized full year operating impact is included in the following year.

### **3. Capital Forecast Includes Growth-Related Capital and Provision for Capital Rehabilitation and Replacement**

The capital forecast focusses on two major types of capital investment required over the next twenty years: growth-related projects; and provision for rehabilitation and replacement of the Town's existing and future assets so that they are maintained in a "state of good repair". Funding for the capital program is assumed to be provided from a combination of development charges, the Town's various capital reserves and reserve funds (including the ARS), and long-term debt.

### **4. Long-Term Debt**

It is assumed that the Town will issue debt to fund major growth-related projects over the forecast period in line with the commitments set out in Table 6 above. Assumptions about debt terms and conditions can be adjusted in the financial planning model.

### **5. Operating Forecast Covers Operating and Maintenance Requirements as well as Contributions to Capital**

The operating portion of the forecast includes operating expenditures and revenue forecasts for all Town departments and the Police and Library Boards, including estimates for the operation and maintenance of all new capital facilities and infrastructure to support growth. It also provides funding for the tax-supported portion of the capital program including contributions to capital reserve funds and debt repayments for any tax-supported debt. Other corporate expenditures and revenues are also included (e.g. expenses such as tax adjustments; and revenues such as fines and penalties and investment income).

### **6. Inflation Is Excluded From the Model**

The financial forecast does not consider increases in operating costs resulting from

inflation. Even at a moderate annual inflation rate of 2%, the cumulative impact of inflation on costs will be significant. Inflation will, however, have a corresponding effect on the assessment base and resulting property tax revenue. Future tax rates will have to recognize inflationary cost increases when they exceed inflationary revenue increases. The financial model is structured to allow the Town to test inflationary impacts. However, given the Town's need to understand the financial impact of growth and other factors the net effects of inflation on future budgets has been excluded from the analysis.

## 7. Very Limited Senior Government Grants or Subsidies Are Assumed

Table 8 shows where external grants are assumed to be available to fund capital projects over the next twenty years. The identified grants are exclusively for road rehabilitation and repair projects. Other than these grants it is assumed that no external grants or subsidies will be available to support the Town's capital or operating programs. Should conditions change in the future, this assumption can be revisited.

<b>Project Description</b>	<b>Year</b>	<b>Project Cost</b>	<b>Grant</b>	<b>Type</b>
2016 - 2018 Road Rehabilitation Program <sup>1</sup>	2016	\$1,100,000	\$1,086,750	Gas Tax
Lockhart Road - 20th Sideroad to Lake Simcoe	2016	\$4,604,000	\$4,143,600	Provincial
Operations Center/Campus Signage	2016	\$42,000	\$10,500	External
6th Line & 20th Sideroad - Signal/Roundabout	2017	\$400,000	\$400,000	External
2016 - 2018 Road Rehabilitation Program	2017	\$1,520,000	\$1,489,600	Gas Tax
2016 - 2018 Road Rehabilitation Program	2018	\$922,000	\$903,500	Gas Tax
Road Rehabilitation Program	2019-2034	\$14,950,000	\$14,950,000	Gas Tax

1. Includes \$479,000 in Provincial grants and \$607,750 in gas tax funding.

## 8. Non-Tax Revenues

In the financial model, it is assumed that the Town will continue to continue to base its user fees and charges on current cost recovery ratios: full cost recovery for building permits and planning fees; and less than full cost recovery for fees charged to users of

parks and recreation, administration, fire, and library services and programs.

### **9. Assessment is Forecast in Relation to Growth in New Housing and Non-Residential Floorspace**

Assessment is forecast to increase in the Town in relation to the growth forecast set out in Section II. The assessment forecast is prepared for each tax class so that appropriate weighting and discount factors are applied. Only taxable assessment is included in the forecast.

The residential forecast is based on average assessed values by housing type. The non-residential forecast is based on average assessed value per square metre of building space. It is assumed that all population-related employment included in the forecast is in the commercial occupied tax class. Building space added in the employment land category is assumed to be in the industrial occupied tax class.

The assessment forecast does not make adjustments to the value of existing assessment in the Town over the next twenty years, though the financial model has been developed to allow sensitivity testing for this.

## **B. THE TWENTY-YEAR OPERATING PROJECTION**

The financial forecast addresses direct operating costs and revenues as well as forecasts of the capital requirements that are funded from the tax base. The direct operating costs and revenues provide for the day-to-day operation of the Town—expenditures for items such as salaries, wages and fringe benefits, insurance, utilities, fuel, supplies, contracted services and so on and revenue from such sources as user fees and charges, licenses, investment income and transfers from reserve funds.

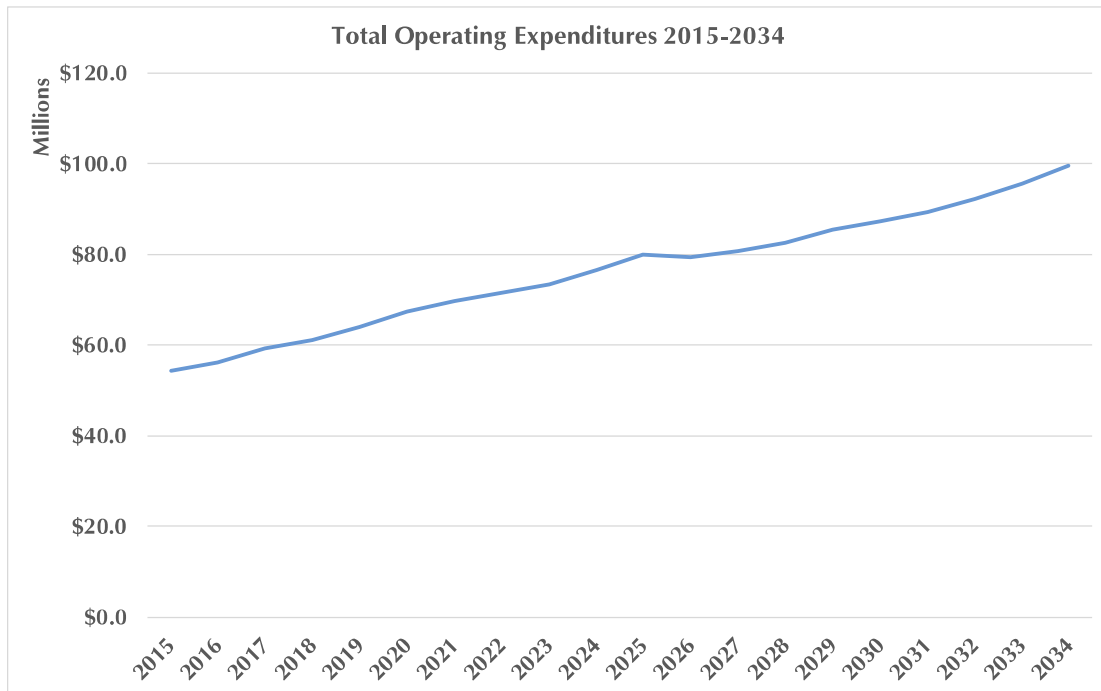
Capital that is supported from the ARS includes a portion of growth-related costs that cannot be recovered from development charges (e.g. the mandatory 10% discount), post-period benefits of growth-related projects, debt charges, and contributions to capital reserve funds.

The following discussion will deal with these components separately. The twenty year forecast for the operating program is addressed first.

## 1. Growth and Service Level Changes Drive Operating Expenditure Increases

Operating expenditures are projected to increase by 73% over the forecast period, from \$54.4 million in 2015 to \$99.4 million in 2034 (see Exhibit 12).

**Exhibit 12**



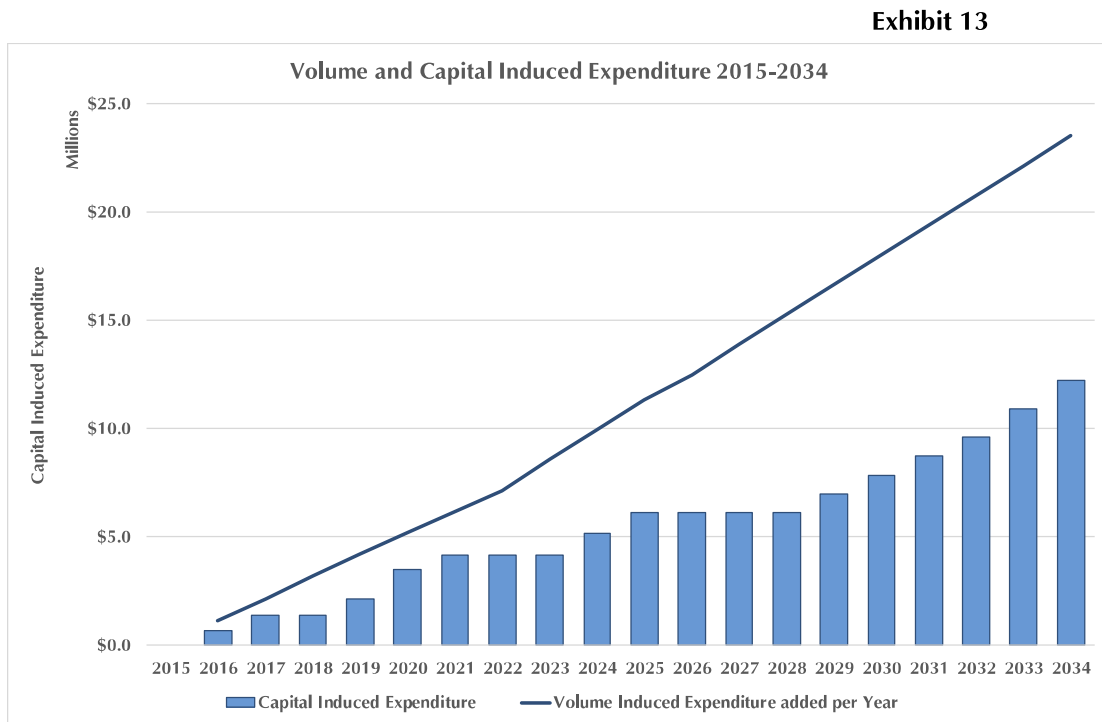
Growth in Innisfil is the major contributing factor to the increase that is projected for operating costs. It is estimated that operating costs associated with new facilities such as the new library branch in 2019 and IRC library expansion in 2024, new operations centre in 2016, operations centre expansion in 2029, and new recreation facility in 2033 will add about \$1.4 million to annual operating costs by 2034. Costs arising from new facilities are referred to as “capital induced” in the model since they result from having to staff and operate facilities as they are constructed.

In addition to the capital induced costs, the shift of Fire and Rescue Services from a volunteer to a full-time force and the introduction of limited Transit will lead to increased expenditures for those services (principally wages and benefits for Fire).

Growth is also projected to increase other departmental operating costs that are not directly tied to the addition of new facilities and infrastructure. It is estimated that about \$12.2 million in these “volume” driven costs will be required to maintain current service levels associated with the administrative, parks and other functions of the

Town.

Exhibit 13 shows the impact on operating costs of both volume and capital induced/service level induced changes.



Note. Capital induced expenditures include increased spending from service level increases.

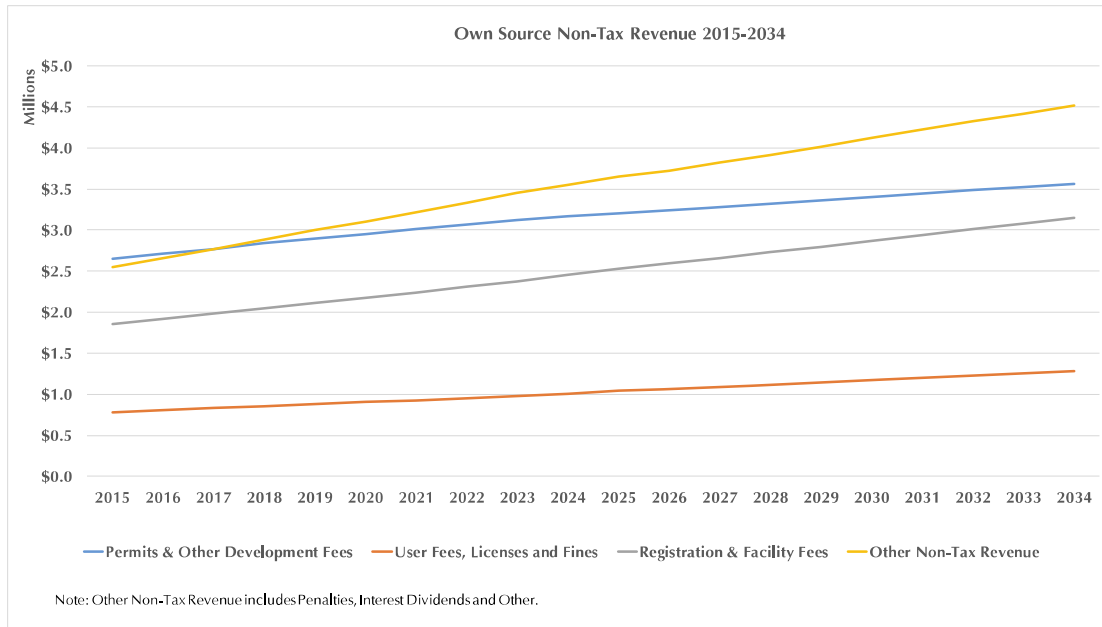
**2. Own Source Non-Tax Revenues Do Not Keep Pace With Operating Costs**

The forecast of own source non-tax revenue sources (excluding recoveries and local improvements which are considered to fund capital needs)—is shown in Exhibit 14. The graph demonstrates that most own source non-tax revenues grow at a steady rate throughout the forecast period, in line with population growth (registration and facility fees), population and employment growth (user fees, licenses, and fines), and growth in assessment (other non-tax revenue such as penalties and dividends). The exception is building permit and other development fees, which rise and fall depending on the amount of development experienced by the Town in any given year.

Own source non-tax revenues are forecast to increase by about 60% over the forecast period, from \$7.8 million in 2015 to \$12.5 million by 2034. This represents an average annual increase of only 1.8%, which is less than the 2.9% rate of increase on

expenditures assumed in the forecast. This will mean that if Innisfil is to maintain its current service levels tax rates will likely have to increase to close the projected operating funding gap unless reductions in operating costs or significant increases in operating revenues can be achieved.

**Exhibit 14**



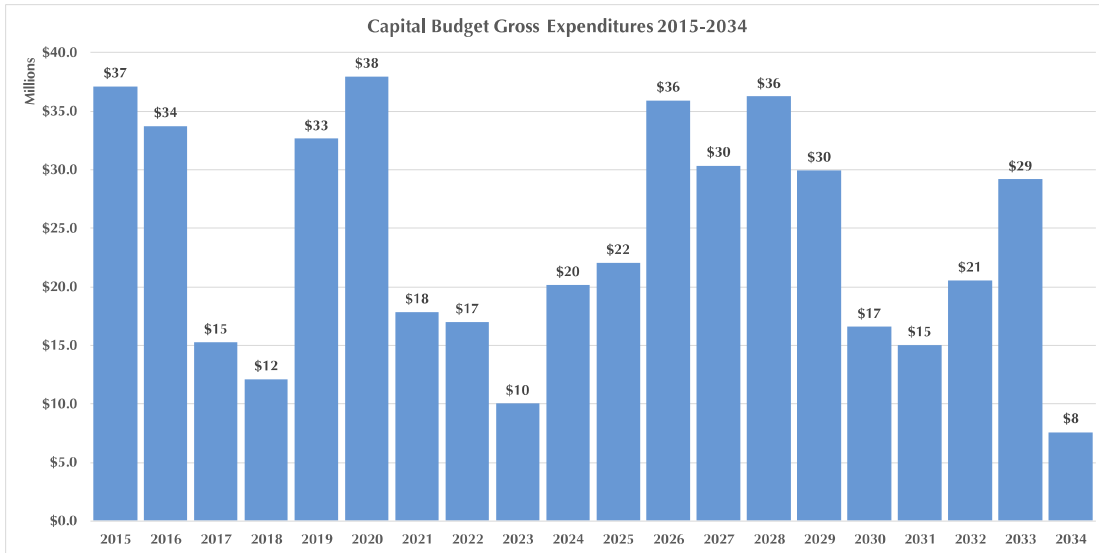
**C. THE TWENTY-YEAR CAPITAL PROJECTION**

This section examines the capital portion of the forecast. It focusses on projected capital requirements that are supported from the tax base including discount shares of growth-related “soft services” and provision for rehabilitation/replacement of existing and future capital infrastructure, facilities and vehicles.

**1. Forecast Gross Capital Spending Totals \$486.3 Million**

Exhibit 15 shows the projected gross capital expenditures over the 2015 to 2034 period. Substantial capital investments are required in 2016, 2019 and 2020, 2026 to 2029, as well as 2033. The major projects driving expenditures in these years are set out below.

**Exhibit 15**



**2. Forecast Net Capital Spending Totals \$463.3 million of Which \$232.9 Million is Eligible for Development Charge Funding**

Exhibit 16 shows the projected capital expenditures over the 2015 to 2034 period to be funded by the Town’s own sources revenues (i.e. net of external grants and subsidies). Net capital costs eligible for development charge (DC) funding are also identified. These DC-eligible costs are based on a growth-related capital program published in the *Development Charges Background Study, 2014*, that has been updated and extended to 2034 based on discussions with Town staff. In total, \$232.9 million in growth-related net capital costs are included. It is noted that this amount does not account for statutory discounts and exemptions from payment of DCs, or any discounts and exemptions Council may choose to provide over the next twenty years. The revenue shortfall arising from these discounts or exemptions will have to be funded from the tax base.



Exhibit 16

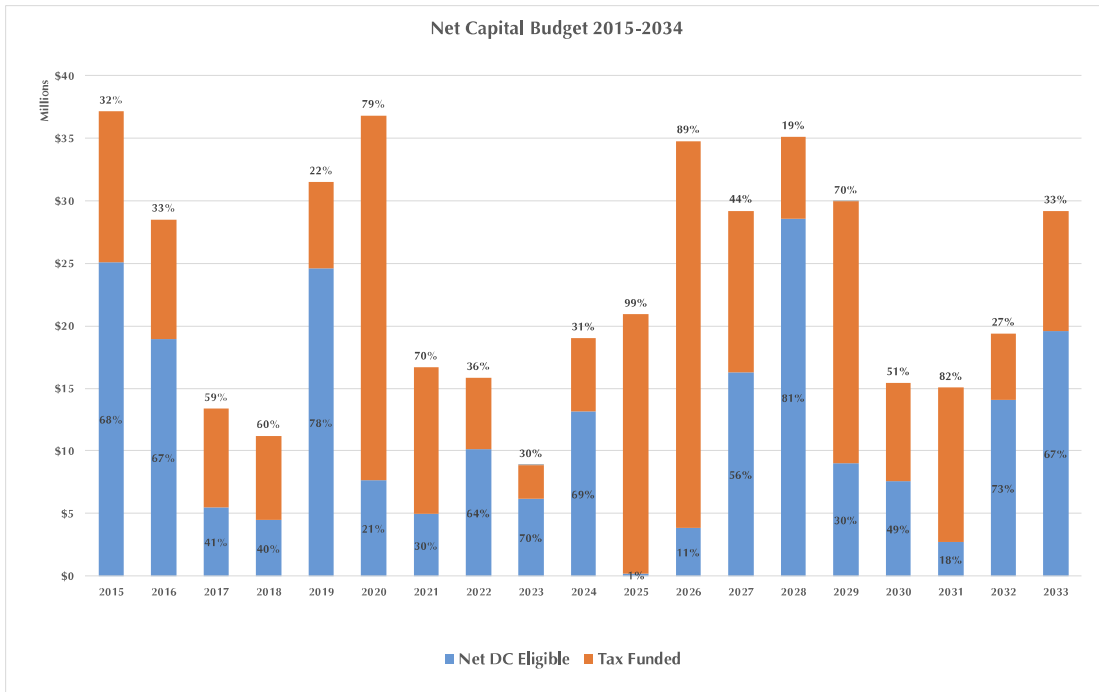


Exhibit 16 includes components of net capital spending that must be funded as 10% discounts on soft services or as so called “benefit to existing” or “non-growth” shares of costs. They include provision for rehabilitation and eventual replacement of the Town’s existing and future buildings, vehicles, and other infrastructure and amenities.

Included in this amount is a provision for spending of \$18.4 million on road maintenance and repair, over and above what is identified in the capital forecast to be funded from grants between 2016 and 2019 (see above). This provision is included to reflect some of the long-term needs identified in the 2014 *Asset Management Plan*. As well, provision for \$7.0 million in spending on facility lifecycle maintenance over the 20 years has been made. In total, about \$230.4 million is scheduled between 2015 and 2034 to maintain Town facilities and infrastructure in a “state or good repair”.

**3. Major Road, Recreation and Library Capital Projects Are Planned For**

As shown in the charts above, significant capital expenditures are required in several of the next twenty years. Tables 9 and 10 identify the major projects that contribute to these spending “spikes”.

Of the \$254.0 million in major project costs shown in the tables, the majority (\$168.5

million or 66%) relates to road reconstruction works. The remaining costs include three Recreation projects—the redevelopment of the Stroud and Lefroy arenas for \$17.8 million and \$15.6 million in 2025 and 2026 as well as provision for a new facility for \$20.0 million in 2033—and three Library expansions in 2015, 2019 and 2024 at costs of \$7.2 million, \$8.8 million and \$16.0 million respectively.

Of significance to the long-term financial sustainability of the Town is that, under the current capital forecast, a large share of these major project costs (\$98.4 million or 39%) will require funding from non-development charge sources (almost certainly property taxes). This includes \$62.6 million in non-growth-related shares of Roads projects, as well as \$33.4 million in non-growth-related shares of Recreation projects and \$2.5 million in non-growth-related shares of Library projects.

Project Description	Department	Year	Gross Cost	BTE % Share
Big Bay Point Road - Big Bay Point to 25th Sideroad	Roads	2020	\$10,778,702	80%
2021 Study-Recommended Branch (IRC Expansion)	Library	2024	\$16,032,200	10%
Stroud Arena - Redevelopment	Recreation	2025	\$17,800,000	100%
Lefroy Arena Redevelopment	Recreation	2026	\$15,600,000	100%
25th Sideroad	Roads	2026	\$10,492,722	80%
25th Sideroad	Roads	2027	\$10,866,886	10%
7th Line	Roads	2028	\$13,735,575	10%
9th Line	Roads	2028	\$12,460,122	10%
6th Line	Roads	2029	\$19,378,256	80%
Ewart Street / Maple Rd / St. Johns Rd	Roads	2032	\$14,423,927	10%
Provision for New Facility	Recreation	2033	\$20,000,000	0%

Project Description	Department	Year	Gross Cost	BTE % Share
Operations Centre	Roads	2015	\$7,908,000	30%
Lakeshore Branch	Library	2015	\$7,222,520	0%
6th Line Interchange Structure at Highway 400	Roads	2016	\$9,577,500	0%
2016 Study - Recommended Branch	Library	2019	\$8,806,300	10%
20th Sideroad (Bypass) - Leslie to South of Innisfil B Rd	Roads	2019	\$7,699,011	0%
Leslie Drive West Ext. - 20th Sideroad to Oriole Cr	Roads	2019	\$5,068,764	0%
9th Line - 25th Sideroad to Leonard Street	Roads	2020	\$8,309,005	100%
Big Bay Point Road - 20th Sideroad to 25th Sideroad	Roads	2021	\$6,366,945	80%
Lockhart Rd - 100m West of Main St to 25th Sideroad	Roads	2023	\$6,110,459	10%
20th Sideroad	Roads	2027	\$9,811,138	80%
Belle Aire Beach Road	Roads	2030	\$6,519,345	10%
6th Line	Roads	2032	\$9,000,000	0%

**D. PROJECTED TAX IMPACT OF THE FINANCIAL FORECAST**

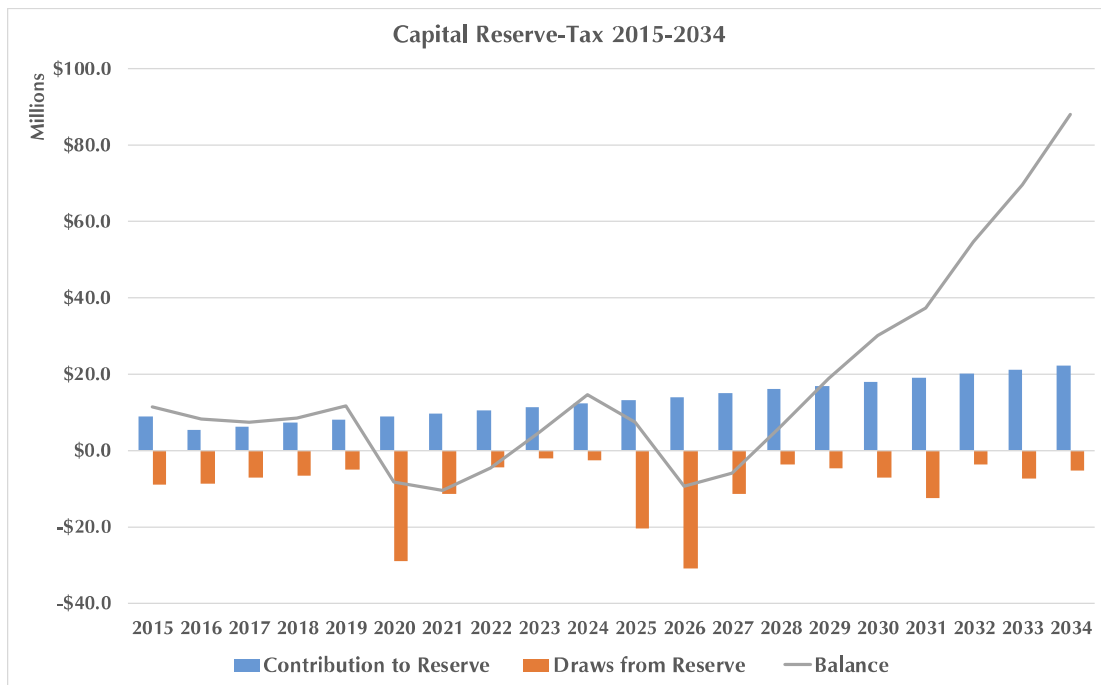
In this section, funding gaps are identified and the factors contributing them are discussed. Property tax impacts are shown and possible options for addressing the funding gaps are considered.

**1. Tax Funded Capital Reserves Are Sufficient To Fund Non-Growth Capital Requirements Over the Long Term**

Draws on the Operating Reserve category are for known operating expenditures and variations in weather conditions and other contingencies. Contributions to the Operating Reserves are set to maintain the \$5.4 million 2015 opening balance of this reserve category with interest accumulating on the funds thereafter.

Exhibit 17 shows the continuity (draws, contributions, and balances) of the Capital Reserves. Draws for these reserves are consistent with those identified in the Town’s capital forecast and *Development Charges Background Study* extended to 2034. The chart shows that, in key periods from 2019 to 2022 and 2026 to 2027, Capital Reserves will be insufficient to fund capital needs.

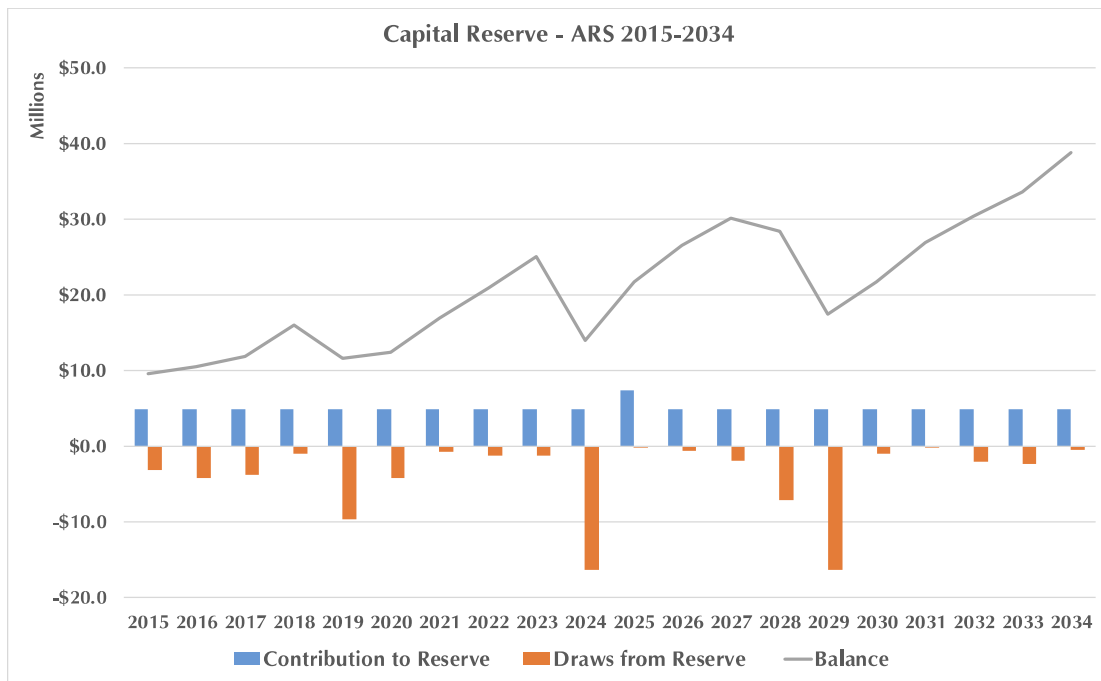
**Exhibit 17**



That said, from the late 2020s to the end of the forecast period contributions to Capital Reserves increasingly exceed draws. This is primarily the result of the compounding effect of the 1% capital levy over time that results in the levy revenue increasing from \$2.9 million in 2015 to \$18.7 million in 2034. The financial model can be used to test the effect of changes to the capital levy amount.

The continuity of the ARS Reserve is shown in Exhibit 18. Contributions are based on maintaining the current level of OLG funding over the twenty year period (\$4.9 million per year). Draws are made to fund debt, capital expenditures (growth-related and non growth-related), and grant initiatives as identified in the Town’s capital forecast to 2034.<sup>2</sup> Draws are also made to fund post-period benefitting shares of growth-related net capital costs on an interim basis. The model is structured to allow the ARS reserve to be reimbursed from development charge reserve funds as development charges are collected. The chart shows that, under these assumptions, the ARS reserve achieves a surplus of approximately \$38.8 million by 2034.

**Exhibit 18**



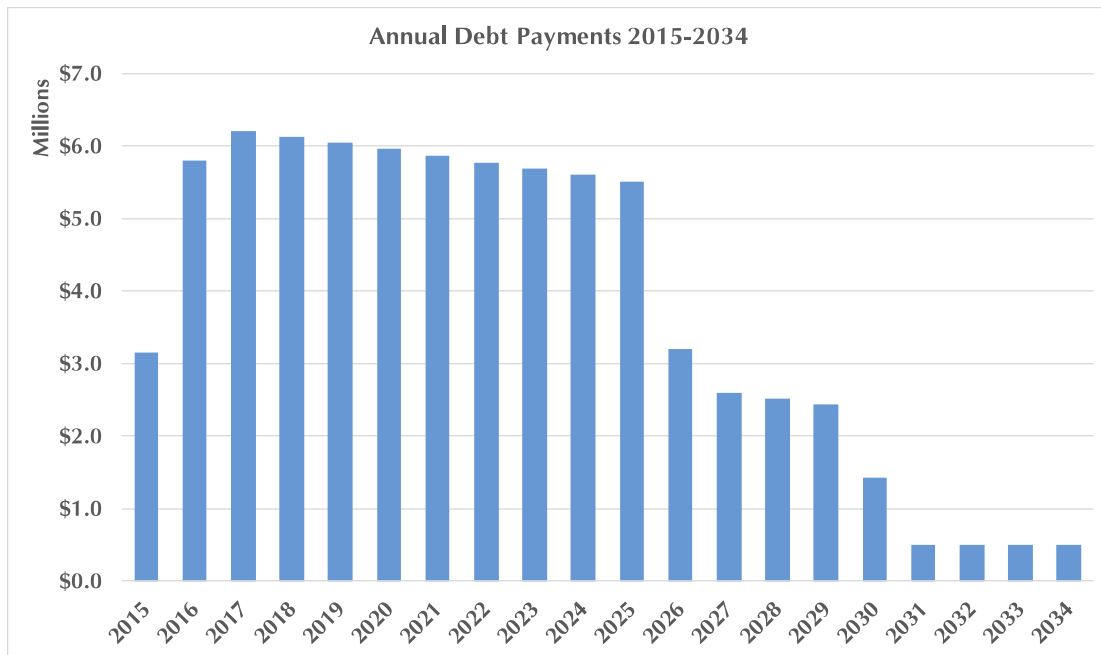
<sup>2</sup> The current iteration of the model uses ARS funds for BTE shares of growth-related capital works only when the BTE share is less than 50%. In cases where the BTE share is 50% or greater funding is sourced from the Capital Reserve – Tax category.

**2. Debt Levels To Remain Well Below Provincial and Town Limits**

The financial condition assessment in Section III shows that the Town’s current debt level is relatively low. Exhibit 17 above demonstrates that in key periods during the early and mid 2020s the Town’s tax funded capital reserves will be insufficient to fund major capital expenditures such as the rehabilitation of the Lefroy and Stroud Arenas and a number of Road reconstruction projects. Exhibit 18 shows that a substantial portion of this funding gap could be bridged using ARS reserves *provided current levels of OLG funding are maintained*.

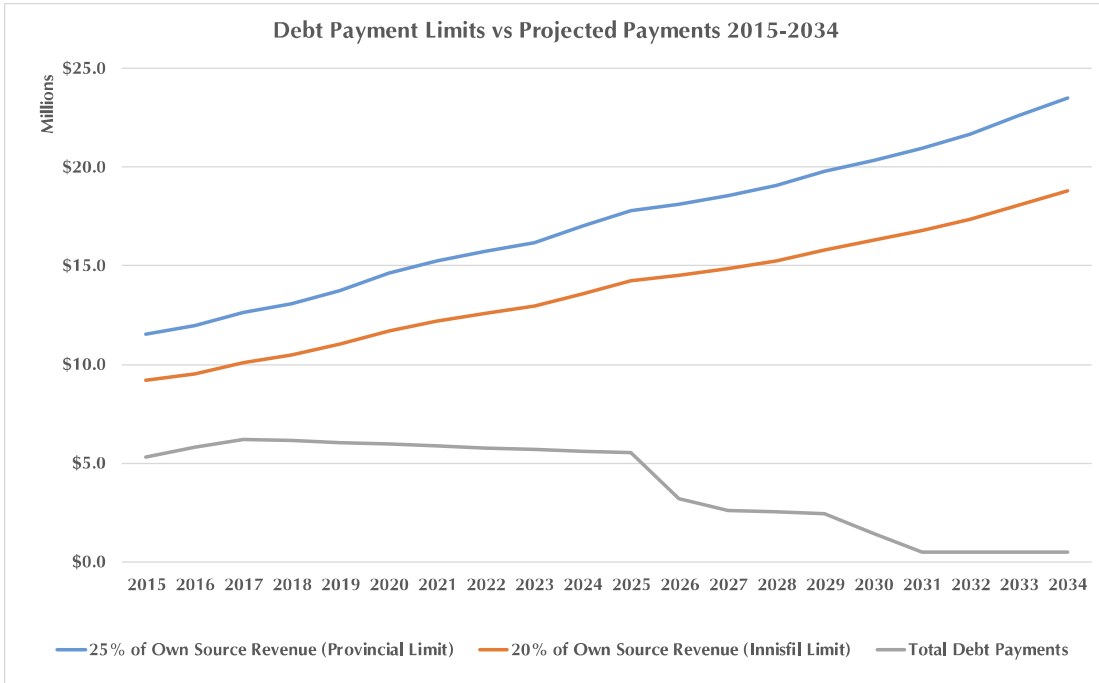
Exhibit 19 shows the annual debt payments for debt already incurred as well as committed debt not yet issued by the Town. The chart shows that, in the absence of any further debt issuance, annual debt repayments will begin to decrease from about 2026.

**Exhibit 19**



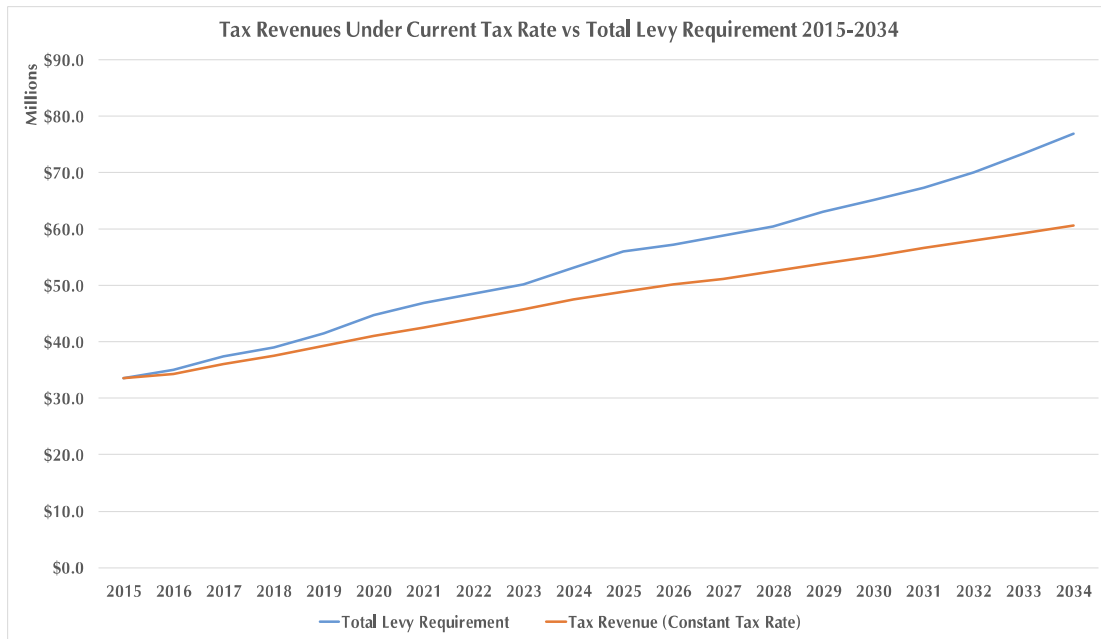
The effect of this will be to more or less maintain the Town’s annual debt payments until 2026 while keeping debt levels well below the limits established by the Province and the Town’s own debt policy (see Exhibit 20 below).

Exhibit 20



### 3. Projected Tax Impacts

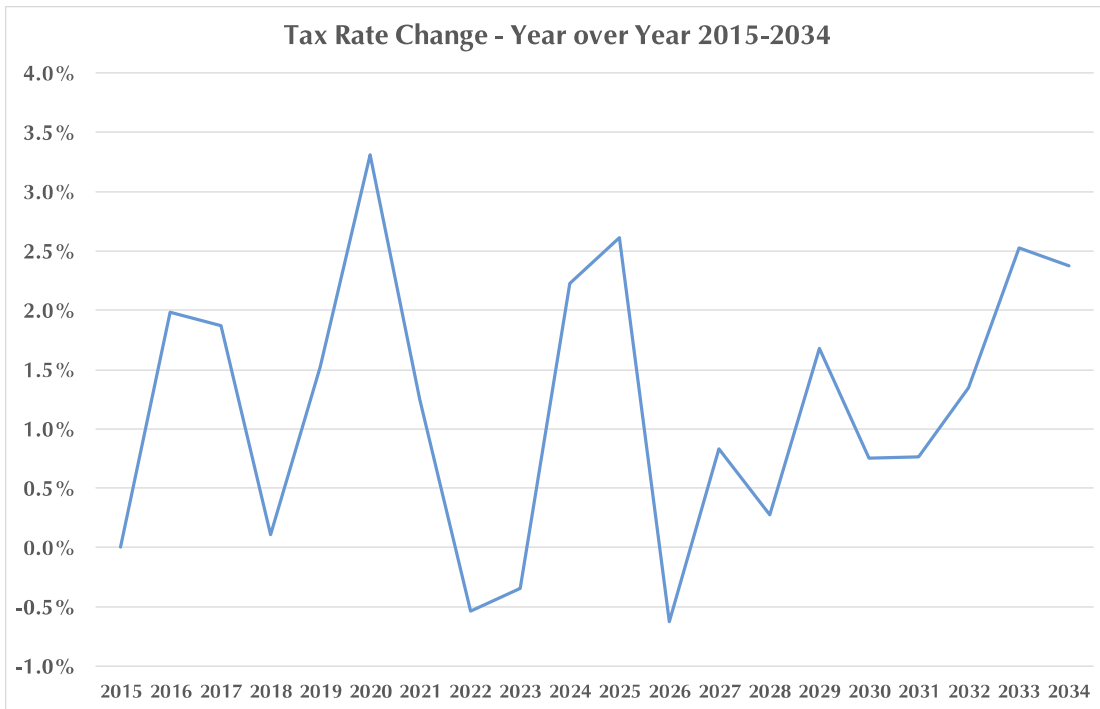
Exhibit 21 shows that the Town’s operating expenditures to be funded from the property tax levy are forecast to increase from \$33.5 million in 2015 to \$76.9 million by 2034. Assuming current tax rates remain constant, taxes generated would increase from \$33.5 million in 2015 to \$60.7 million in 2034. Maintaining current tax rates over the next twenty years in the financial model allows a “funding gap” to be identified. The funding gap widens steadily over the period before reaching \$16.2 million by 2034.

**Exhibit 21**

A second analysis, set out in Exhibit 22, shows the year over year tax rate increases that would be required in order to fund the tax levy requirement identified in Exhibit 21 (i.e. to pay for the funding gap). The graph shows that annual tax rate increases in excess of 2% are needed in 2020, 2024, 2025, 2033 and 2034. In only four years—2018, 2022, 2023 and 2026, would the tax rate remain largely unchanged (or decrease).

Overall an average annual tax increase of about 1.20% is forecast. On an average house assessed at \$311,000 this would mean an average annual tax increase of \$25.80. It is worth repeating here that these changes do not incorporate the effects of inflation on either costs or revenues over the forecast period.

**Exhibit 22**




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The next section of the report sets out financial principles and policies for Innisfil. These will help ensure that Innisfil’s long range financial position is sustainable as it moves into the future.



## V FINANCIAL POLICIES AND PRACTICES

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This section sets out the long-range financial planning principles and policies that are recommended for the Town's consideration.

Financial principles are general or fundamental rules to guide financial decision making by the Town through the long-range financial plan and the Town's annual budget process. Financial policies are adopted courses of action designed to achieve the principles. The financial policies and principles contained in the long-range financial plan have been designed to ensure the Town attains financial sustainability and has sufficient resources to provide services that the community expects. Many of the principles and policies that are recommended build on or are modifications of practices and policies the Town already has. This reflects the sound financial management approach that is already evident in Innisfil.

The principles and policies are designed for the long term. While it would be ideal to immediately implement all of the recommended principles and policies, a number of them may need to be phased in.

### A. CONCLUSIONS AND RECOMMENDATIONS

Through the process of developing the long-range financial plan, a funding gap was identified between the operating and capital needs of the Town and the revenues available to pay for them. Recommendations for dealing with this and other financial challenges are made below.

#### 1. Deliver Services in a Cost-Effective and Efficient Manner

The operating projections identified cost increases related to the requirement to provide additional services to a growing community as well as service level increases. The Town should continue to review the operating costs associated with providing its services so that opportunities to reduce costs are not overlooked. To this end the following policies are recommended:

- Undertake reviews of Town programs on a regular, rotating basis, through the use of value-for-money audits, to ensure services are delivered in a cost effective and efficient manner.
- Develop key performance measures for each program area and incorporate performance measures in the annual operating budget.
- Consider establishing a multi-year operating budget and property tax rate strategy with the possible implementation of a two year operating and property tax rate approval, subject to annual confirmation. The financial planning model could assist with preparing such information.

## **2. Ensure Operating Revenues Are Sustainable and Consider Community-Wide and Individual Benefits**

Section IV demonstrates that own source non-tax revenues are forecast to decrease in relation to program costs. A significant factor creating this situation relates to fluctuations in building permit and development fees that are beyond the Town's control. For other non-tax revenues, however, sustained attention to the amount and incidence of operating revenues is an important principle for long-term financial sustainability. The following policies are recommended:

- Finance ongoing expenditure requirements from ongoing, sustainable revenue sources. Use of one time revenues or revenues required for capital purposes to finance ongoing operating expenditures should be avoided.
- Align source and application of revenue considering community-wide and individual benefits. In general, user fees should be used to fund programs where specific individual benefits are received and where demand/utilization of programs is determined by the individual.
- Establish target proportions of program costs to be raised through user fees and charges based on the fee necessary to supply that good or service according to the level or extent of the use or benefit from the service. Establish user fees at rates that will yield the target proportions.
- Ensure that user fees are increased at the same (or greater) rate as increases in program operating costs.
- Strive to increase user fees as a percentage of overall funding by identifying new areas where user fees can be implemented.

- Ensure both operating and capital costs are considered when establishing user fees (full cost recovery).
- Programs that are driven entirely by individual benefit—for example all building permit reviews and inspections, most development application reviews, and some premium recreation programs—should be fully self supporting through user fees. The fees should cover all direct and indirect operating costs as well as attributable capital costs.

### 3. Meet Social Equity Objectives

Closely related to the issue of user fees and charges specifically, but also to the issue of overall revenue raising, is the issue of ensuring that socially or economically disadvantaged residents are not denied access to services or financially burdened by financial decisions and policies. This principle helps to ensure that setting appropriate financial direction for the community at large is not undermined by concerns related to social equity. The following policies are recommended:

- Financial plan policies should be applied on the basis of their benefit to the community as a whole. Where Council considers it necessary, support programs should be provided to address the needs of individual residents unduly burdened as a result of implementation of a policy(s).

### 4. Manage Town's Capital Assets to Maintain a "State of Good Repair"

Innsifil has made a significant investment to provide a wide range of capital infrastructure, facilities and vehicles to service the community and will continue to expand this asset base as the community grows. Protecting these assets through regular rehabilitation, renewal and replacement is vital to sustaining the Town's financial stability. The Town has established a range of capital reserves funds and makes contributions through an annual 1% capital levy from taxation in order to provide for future asset protection. However, the *Asset Management Plan* completed by the Town in 2014 indicates that additional funding will be required to fully meet future needs.

As the draft 2016 draft budget document notes:

In addition to fleet and facility contributions of \$1.9M, the 2016 draft budget is proposing a capital levy of \$3.67M. If approved, the total contribution in comparison to the \$9.3M annual depletion (depreciation) of property tax supported assets is more than \$3.7M short although the gap is slowly closing through the ongoing continuation of the capital levy. This annual contribution does not begin to address the larger existing gap between how much should already have been set aside vs. what is currently available. Using accumulated

depreciation only, which represents the depleted cost of the asset when acquired and not the replacement cost, the existing reserve deficiency is approximately \$90M.

The financial model assumes that the Town will continue to approve the 1% capital levy over the next twenty years and in key areas, particularly in the area of road maintenance and rehabilitation, will increase its capital contributions to address the funding shortfall identified in the *Asset Management Plan*.

To address the important issue of asset management, the following policies are recommended:

- Maintain the Town's required infrastructure in a "state-of-good-repair" by implementing life cycle costing to provide for the future rehabilitation and replacement of assets.
- Undertake regular reviews of remaining life and condition of assets and determine required annual reserve contributions sufficient to ensure that approved rehabilitation and replacement schedules can be met at the required time (or approved percentages of requirements).
- As part of the Town's overall *Asset Management Plan* and policy formation, determine the appropriate and reasonable time to begin contributions to the reserve fund for the rehabilitation and replacement of new capital assets that are acquired.
- Redirect capital from taxation not required for the tax-supported component of growth-related projects (e.g. the 10 per cent discount share) to the reserve fund for capital rehabilitation and replacement.
- Dispose of capital assets which are not required for long-term community purposes.

##### **5. Make Provision For Possible Loss of OLG Funds**

The model assumes that a key revenue source for capital funding, the OLG funds, continue to be received at current levels until 2034: \$4.9 million per year or \$98 million over the twenty year period. OLG funds are a critical funding source for growth-related capital needs. However, this level of funding is not necessarily assured and its loss represents a significant financial risk to the Town in the mid to long-term.

The Town has recently implemented a 1% capital levy in an attempt to reduce its reliance on OLG funds. The financial planning model can and should be used by the Town to test the financial impact of the discontinuance of OLG funds on a regular basis. Council should continue to be informed of the financial implications through the annual budget process.

**6. Consider Lowering the Town's Existing Annual Repayment Limit Policy of 20% of Own Source Revenue**

The financial condition assessment in Section III shows that the Town's current debt level is relatively low, and much lower than either the Provincial debt limit or the limit established under its own policy. Even with the additional debt assumed in the financial planning model the Town's debt levels will continue to be at or below current levels over the twenty year forecast period. The Town therefore has an opportunity to reduce its own debt limit.

It should be noted that the Town's existing debt policy was established based on the full range of services, including property tax and utility supported services. Moving forward, this policy should reflect debt financing for property tax supported services only. It is generally understood that funding from property taxation is more limiting than utility based funding and as a result, many municipalities set a lower annual repayment limit for property tax funded services. Within this context, the following policies are recommended:

- That debenture financing be limited to ensure that annual debt repayment charges do not exceed 10-15 per cent of own source revenue.
- That in accordance with the Town's existing debt policy, the term of debt be limited to 20 years.
- That debt be issued for terms no longer than the life of the funded asset(s).
- That the Town consider establishing a debenture reserve fund to prepare for future debt issuance and help smooth the tax impact of debt repayment. Draws from this reserve fund should be at the discretion of the Treasurer as approved annually through the budget process.
- That 50 per cent of annual debt servicing costs (principal and interest) for any new debt be included in the operating estimates (through contribution to the debenture reserve or general capital reserve) in the year the preceding the forecast initial year of the debenture payments.

## 7. Utilize Development Charge Funding as Planned

Development charges (DCs) are a critical component of the Town's long-range financial plan. In order to ensure that capital service levels are maintained it is important for the Town to regularly acquire new capital assets as generally planned in the *Development Charges Background Study*. The Town has developed a Capital Budget Funding policy to address how these capital projects should be funded. In this respect it is recommended that:

- The Town maintain its current policy that 50 per cent of projected development charge revenues be used in determining the projects to be undertaken in a given year.
- Financial policies should address the use of the OLG monies to interim finance DC post-period amounts and the eventual repayment from future DCs.

The following recommendations are made:

- Closely monitor the quantum, location and timing of development and development prospects in light of the growth forecasts set out in the DC Background Study, particularly in respect of development of employment lands in the Innisfil Heights service area.
- Seek to ensure that the growth-related capital forecast included in the development charges background study is adhered to through the annual budget process to the extent possible.
- Should increases in scope for growth-related capital projects be identified which increases the estimated cost (inflation adjusted) for the project, identify where offsetting savings can be found in other projects within the same service or review the intended scope in order to adhere to plan.
- Annually review actual costs against the estimates included in the growth-related capital forecast. Should actual costs exceed forecasts by more than ten per cent over two consecutive years, review the need to revise the development charges by-laws before their planned expiry date.

## 8. Continue Use of Reserves and Reserve Funds

The Town's establishment and use of a variety of discretionary reserves and reserve funds provides a sound basis for financial planning. Currently, the Town maintains financial policies for the management and utilization of the existing OLG reserve and

the Property Tax Rate Stabilization (PTRS) Reserves. Continued use and control of such reserves and reserve funds is a critical element of meeting the Town's objectives of ensuring financial stability and sustainability.

The following recommendations are made:

- Regularly review the status and need for reserves and reserve funds and redirect funds if the purpose for which the reserves were established is no longer pertinent.
- Through the annual review and approval of the one year capital budget and nine year capital forecast ensure that current year and forecast nine year reserve fund contributions are sufficient to maintain current year and forecast nine year reserve fund balances for rehabilitation and replacement of buildings, facilities and vehicles at levels at least at 90 per cent of required estimated levels.
- Maintain the Capital Reserve – OLG in accordance with the Town's current policies that allow flexibility with the utilization of funds for both growth and non-growth related expenditures.
- Maintain the Capital Reserve – Tax category at 10 per cent of revenues (given contributions to this reserve are dependent on budget surpluses, additional budget provision may be required in the event that they insufficient to maintain the targeted level). Since the purpose of this reserve is to provide a funding source for in-year cash flow requirements, withdrawals from this reserve for other purposes should be avoided (other than for extreme emergency situations).
- Maintain the PTRS Reserve, in accordance with existing Town policy, at a minimum balance of five per cent and a maximum of ten per cent of budgeted expenditures net of transfers to other reserves. The Town should continue its current practice that funding from this source not be used to offset general inflationary or growth-related pressure, but should be used only to address extraordinary situations (i.e. one-time, non-reoccurring expenditures).
  - The Town should consider limiting the annual application of PTRS funds from the reserve to levels not to exceed a two per cent increase on the general levy.
- Within the Operating Reserve – Tax category, consider merging the Winter Control Reserve with the PTRS Reserve; both are funded from surpluses and

are used to offset general year-to-year budget fluctuations.

- Cash-in-lieu of parkland funds primary use should be used to acquire parkland and should not be used for other operating purposes. Council may consider as part of the annual budget, to use some of these monies, as available, to fund other park capital reserves (including the *DCA* 10 per cent statutory deduction for parks services as permitted under the *Planning Act*).
- Eliminate or consolidate obsolete reserves



**APPENDIX A**

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***CURRENT FINANCIAL POLICIES***



## **A REVIEW OF CURRENT FINANCIAL PRINCIPLES & POLICES**

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### **A. THE TOWN HAS A NUMBER OF EXISTING FINANCIAL POLICES**

The Town of Innisfil has a number of financial policies that relate to long-term debt management, funding for capital expenditures and reserve fund management. Recently, the Town passed an investment policy that will guide the investment of surplus of financial assets held in various reserve and reserve funds.

The related policy parameters and an analysis of general strengths and weaknesses for each financial policy is summarized in the following section of this appendix.

#### **1. Long-Term Debt Policy**

The *Municipal Act, 2001* and its associated Regulations determine municipal debt obligations. A municipality may need to borrow funds for a number of reasons, including increased infrastructure requirements due to growth and replacement needs, the inability to pay for infrastructure within a given fiscal years or used as a tool to ensure that benefits received will be paid over the life of the asset. In accordance with the Municipal Act, annual debenture payments (principle plus interest) cannot exceed 25 per cent of own source revenue. Despite this limitation, many municipalities implement financial policies to address the debt limit and what is considered an appropriate threshold. By establishing a lower debt threshold than the provincial requirement, this provides municipalities with the ability to issue additional debt in case of emergencies.

In May of 2014, the Town of Innisfil implemented its own Debt Management Policy to guide internal decisions relating to the issuance of debt. The policy was drafted to reflect the financial needs of the Town and identified the preferable financial terms for issuing debt. A summary of the policy parameters is provided in Table 1 below.

Summary of Town Policies		Table 1
Policy	Policy Parameters	
Long-Term Debt	<ul style="list-style-type: none"> <li>• All debt must be approved by the Treasurer and/or Council.</li> <li>• Maximum annual debt repayment shall not exceed 20% of own source revenue.</li> <li>• The repayment term shall not exceed 20 years.</li> <li>• Debt may be considered before works are completed.</li> <li>• Temporary borrowing is permitted but limited to 2 years. Once secured by long term debt, a temporary borrowing cost will be charged.</li> <li>• Once debt is fully retired the amount of user fee or tax revenue used to service the repayment should continue into the future as transfers to capital reserves to support and pay for the future replacement of assets. This reduces the need to finance the replacement of these assets through debt.</li> </ul>	

## 2. OLG Revenue – Allocation and Utilization Policy

The Ontario Lottery Gaming Corporation (OLG) provides a percentage of the revenue earned from gaming facilities for host municipalities in accordance with the requirements of a Municipal Contribution Agreement (MCA). The revenue provided by the OLG can be used at the sole discretion of host municipalities including the funding of local programs and infrastructure projects.

In 1999, the Town entered into a MCA with the OLG. The agreement stipulated that the Town would receive 5% of revenues from the first 450 slot machines with a declining percentage of revenue for the remaining machines. As a result, the Town created an “Alternative Revenue Source (ARS) Reserve Fund” to segregate the proceeds from the Town’s other revenue sources. Since the agreement, a number of Council resolutions and policies have been established to guide the management of OLG revenue and the utilization of the ARS fund. In early 2002, the Town began to draft formal guidelines for the use of the fund. In accordance with Council resolution CR-058.02, as approved in early 2002, the following guidelines were established:

1. The funds are to be used for capital purposes only not to offset operational costs except for debt retirement purposes;
2. The funds may only be expended after they have been received;
3. Funds need not be spent in the year received however must be held in a separate reserve for allocation;

4. A direct accounting process be put in place that provided identification of funds received and what expenditures have been made with these funds;
5. A Community Reinvestment Fund be created; and
6. These funds may be applied to one time exceptional expenses approved by resolution of Council.

Since the Council resolution, various policies have been established to support the fiscal strategy, allocation and utilization of the OLG funds. Table 2 below provides a summary of the recent policies that identify how the funds are to be allocated and utilized.

<b>Summary of Town Policies</b>		<b>Table 2</b>
<b>Policy</b>	<b>Policy Parameters</b>	
OLG Slot Revenue Allocation and Utilization Policy	<ul style="list-style-type: none"> <li>• Revenue will first be applied to annual debt relating to the Town Hall and Innisfil Recreation Complex;</li> <li>• \$100,000 shall be allocated annually to both the Community Reinvestment Fund (CRF) (now referred to as the Inspiring Innsifil Fund) and Council Discretionary Fund (CDF)</li> <li>• Intended to fund non-growth portions of capital projects (does not include water and wastewater infrastructure);</li> <li>• Can be used for non-time, non-reoccurring expenditures;</li> <li>• Director of finance will provide annual reports on the financial position of the ARS.</li> </ul>	

### **3. Property Tax Stabilization Reserve (PTRS)**

The Government Finance Officers Association (GFOA) recommends that municipalities maintain tax rate stabilization reserves within a target range of 5-15 per cent of own source revenue. Municipalities have the flexibility to develop specific policies in order to formalize the targets that will benefit both the Town and tax payers.

In May 2012, Council approved the financial policy for the Property Tax Rate Stabilization (PTRS) Reserve. As identified in Table 3 the policy was established to guide the treatment of operating surplus or deficit amounts and to establish minimum and maximum balances (i.e. reserve floor and ceiling thresholds).

<b>Summary of Town Policies</b>		<b>Table 3</b>
<b>Policy</b>	<b>Policy Parameters</b>	
Property Tax Stabilization Reserve (PTRS)	<ul style="list-style-type: none"> <li>• Policy establishes the treatment of operating surplus or deficits;</li> <li>• The PTRS balance at the end of each fiscal year shall maintain a minimum of 5% and a maximum of 10% of budgeted expenditures net of transfers and other reserves;</li> <li>• Any property tax based operating deficit shall be funded from the tax rate stabilization reserve (up to the full amount available). Any remaining deficit should be funded from the property tax base;</li> <li>• Property tax operating surplus (net of Council approved transfers) shall be allocated to the PTRS reserve to the maximum allowed. Any balances above this amount shall be allocated to Capital Expenditure Reserve fund;</li> <li>• Intended to minimize the impact of one-time, non-reoccurring expenditures;</li> <li>• Emergency related expenditures not approved in the budget or that exceed the budget will be funded to the extent possible from the reserve;</li> <li>• The reserve cannot be in a deficit position;</li> <li>• PTRS shall not be used to reduce the impact on the property tax base for costs are reoccurring and relate to ongoing operational requirements unless otherwise directed by Council through a specific resolution; and</li> <li>• Policy is reviewed at the beginning of each new Council term.</li> </ul>	

**4. Capital Budget Funding Policy**

The capital budget funding policy is used to assist the Town with the development and funding of multiyear capital plans. In paying for capital expenditures, the Town may draw on both internal and external revenue sources (i.e. development charges, user fees and OLG revenues) and may also utilize internal borrowing. As described in Table 4, the policy is intended to direct capital expenditures and ensure that service levels and infrastructure standards can be met with minimal/manageable increases in the tax and user rates base and also to address issues with cash flow restrictions.

<b>Table 4</b>	
<b>Summary of Town Policies</b>	
<b>Policy</b>	<b>Policy Parameters</b>
Capital Budget Funding Policy	<ul style="list-style-type: none"> <li>• The policy is intended to guide capital expenditures to ensure that the service levels and infrastructure standards can be met with minimal/manageable increases in the tax and user rates base</li> <li>• To ensure financial sustainability, the policy parameters include:               <ul style="list-style-type: none"> <li>○ No less than two months of regular general operating expenditures be maintained as unrestricted funds</li> <li>○ Only 50% of DC revenue can be used to determine what projects should be undertaken in a given year</li> <li>○ No more than 75% of current year capital contributions are to be used to fund capital projects</li> </ul> </li> <li>• The policy is reviewed annually by the Director of Finance</li> </ul>

## 5. Investment Policy

In accordance with section 418 of the *Municipal Act, 2001* municipalities have the authority to invest money that is not immediately needed in accordance with the prescribed rules and regulations. Recently, the Town's Council approved an investment policy for the investment of all surplus financial assets inclusive of those held within the General Fund (operating), Capital Fund, Reserves and Reserve Funds. Table 5 below provides a summary of the recommended policy parameters.

<b>Table 5</b>	
<b>Summary of Town Policies</b>	
<b>Policy</b>	<b>Policy Parameters</b>
Investment Policy	<ul style="list-style-type: none"> <li>• The Town shall diversify its investments to the best of its ability based on the type of funds invested and the cash flow needs of those funds.</li> <li>• Investments shall be diversified by:               <ul style="list-style-type: none"> <li>○ Limiting investments in securities that have higher credit risks;</li> <li>○ Investing in securities of varying maturities while providing for stability of income;</li> <li>○ Continuously investing a portion of the portfolio in readily available funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations; and</li> <li>○ Limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding Canadian Treasury securities)</li> </ul> </li> <li>• The Town may use funds to cover shortfalls in the Development Charge reserve funds with interest charged at competitive market borrowing rates, adjusted semi-annually.</li> </ul>

**B. ANALYSIS OF STRENGTHS AND WEAKNESSES**

The analysis in Table 6 below identifies the current strengths and weaknesses of the Town's current financial policies. This analysis was used to inform the recommendations as provided in Section V of the report.



<b>Table 6</b>		
<b>Analysis of Town Financial Policies</b>		
<b>Policy</b>	<b>Strengths</b>	<b>Weaknesses</b>
1) Long-Term Debt Policy	<ul style="list-style-type: none"> <li>Comprehensive policy that identifies preferred debt term</li> <li>Provides flexibility by permitting internal borrowing (in accordance with s. 405 of the Municipal Act, 2011) but must not exceed two years</li> </ul>	<ul style="list-style-type: none"> <li>Debt limit of 20% is comparatively high to other municipalities</li> <li>For example               <ul style="list-style-type: none"> <li>City of Guelph: 10% of own source revenue</li> <li>City of Peterborough: 15% of net revenues, inclusive of tax-supported current year debt which is limited to 8% of net revenues</li> <li>City of Barrie: all debt is limited to 20% of own source revenue and property tax supported debt is limited to 10% of net levy requirement.</li> </ul> </li> </ul>
2) OLG Slot Revenue Allocation and Utilization Policy	<ul style="list-style-type: none"> <li>Flexible use of reserve</li> <li>Portion of funds all allocation to dedicated reserves (i.e. Council Discretionary Fund and Inspiring Innisfil)</li> </ul>	<ul style="list-style-type: none"> <li>Funds are issued in accordance with the MCA and may be amended</li> <li>Dependency on reserve may cause funding shortfalls should the terms of the agreement change</li> </ul>
3) Property Tax Stabilization Reserve Policy	<ul style="list-style-type: none"> <li>Policy aligns with industry standards (i.e. GFOA recommendations)</li> <li>Minimum (floor) and maximum (ceiling) thresholds will ensure that an adequate funding is available to mitigate short-term revenue gaps or to smooth large unexpected rate increases</li> </ul>	<ul style="list-style-type: none"> <li>Dependent on operating surplus</li> <li>The Town may not be able to achieve the minimum reserve balance if the operating budget runs a deficit for several years</li> <li>No other revenue source is identified</li> </ul>
4) Capital Budget Funding Policy	<ul style="list-style-type: none"> <li>Ensures that revenue streams for each capital funding reserve is reviewed in determining the capital projects to be undertaken</li> <li>Mitigates cashflow challenges when projects are completed prior to funds being collected</li> </ul>	<ul style="list-style-type: none"> <li>50% of current year project DC revenues is used in determining projects to be undertaken</li> <li>Policy should address use of OLG (ARS) monies used to interim finance DC post-period shares and the eventual repayment from DCs</li> </ul>
5) Investment Policy	<ul style="list-style-type: none"> <li>Provides clear direction for the Town's surpluses</li> <li>Policy aligns with industry standards (i.e. GFOA recommendations)</li> </ul>	<ul style="list-style-type: none"> <li>Possible need for additional performance benchmarks</li> </ul>