

OPEN

# Your Budget Your Innisfil

Investing in Today,  
Preparing for Tomorrow.



# 2021 & 2022 Budget Index

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# Message from the Chief Administrative Officer

Jason Reynar



During the COVID-19 pandemic, we reached out to members of our community—people like you—to hear about what keeps people awake at night. We heard so many stories that resonated with us and galvanized us to help. We heard from Maria, a local doctor who worries about not giving her patients the quality of healthcare they need because her video consultations keep dropping due to a poor internet connection. There was also Maddie, a high school student with mental health issues, who told us about her struggles of being home alone with her thoughts all day. Lena, a nurse who is giving everything she has to keep the community safe, told us about dealing with burnout and the stress of putting her family at a higher risk of contracting COVID-19. We also heard from Kathy, who struggles with all of the negativity she sees on social media and wishes for a better sense of neighbourliness to spread kindness throughout the community.

2020 was supposed to be the thrilling start of a new decade, full of opportunity, big dreams and endless possibilities. But the reality has been very different. Despite the hardships we've faced, we believe this proposed budget offers a balanced way forward together.

This budget book is the result of enormous effort from staff who review all types of inputs, including Master Plans, community engagement results, economic forecasts, and two key strategic documents. The first being our community strategic plan, *Innovative Innisfil 2030*, which was recently updated by Council and features eleven goals under the themes of Grow, Connect and Sustain. The second document is our Community Needs Assessment, a major community engagement outreach initiative that asked residents to share their most



pressing priorities so we may provide the support you need to face the pandemic with confidence. Combined, these two strategies form the anchor of the proposed budget book content. We are confident that despite everything we have faced so far this year, the budget plan helps guarantee we will continue to provide excellent service to the community at a time when it is most needed. At the same time, we understand that we must do everything we can to further reduce our residents' financial burden. Town staff have met Council's direction to provide a proposed budget that has an unprecedented **0% blended tax increase for 2021** and a low **1% blended tax increase for 2022**.

Without a doubt, we have had to make some difficult recommendations to meet those below-inflation targets, and we invite you to be a part of the conversation and share your ideas at our website: [innisfil.ca/budget](http://innisfil.ca/budget).

We are proud to serve the residents and businesses of Innisfil, who continue to inspire us to find new ways of tangibly improving their lives. We trust the 2021 and 2022 Proposed Budget continues to advance those efforts as Council deliberates and decides our pathway forward.

This pandemic may not be over yet, but we are all in this together. We have been here for you during the most challenging times, and we will be here to help you achieve that bright, prosperous future that's to come.

**Let's build the 2021 and 2022 you deserve.**

## What's a CAO?

The Chief Administrative Officer (CAO) role is defined in the Municipal Act, 2001, Section 229.

The CAO is responsible for "exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality".



# Strategic Focus

***Our Vision:***  
**Community First.**  
**Future Next.**  
**Balance Always.**



***Our Mission:***  
**Together, we are a unique  
and innovative community,  
strengthened by an  
inclusive population,  
and unified by the belief  
that there is no greater  
place to call home.**



## **Our Roadmap:** ***Innovative Innisfil 2030***

**Every project, initiative and goal is guided by our Community Strategic Plan, *Innovative Innisfil 2030*; in other words, it's guided by you.**

In 2011, we initiated the Community Strategic Plan, a guide to ensure the community is able to live up to its full potential. 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.

In 2019, we revised our Strategic Plan. *Innovative Innisfil 2030*, the re-branded plan, reflects our approach to service delivery, to the provision of unique solutions and the commitment to working collaboratively for residents and local businesses. This year, to ensure we are ready to face the challenges of COVID-19, Council updated our Strategic Plan once again.

# Our Roadmap: Community Strategic Plan

## Grow

The Town of Innisfil will collaboratively develop a thriving community that embraces a managed level of growth, actively engages residents, attracts and supports business and promotes economic prosperity.

- 1.1 Plan for and Manage Growth
- 1.2 Promote Economic Development
- 1.3 Improve Service Offerings

## Connect

We will ensure that opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful – physically, socially, culturally and digitally.

- 2.1 Develop Unified Town Identity
- 2.2 Enhance Movement of People
- 2.3 Enable Community Health and Wellness
- 2.4 Enhance Civic Engagement
- 2.5 Facilitate Community Experiences

## Sustain

We will fully embrace the principles of sustainability as we actively protect, maintain and enhance the environment, assets and amenities that our residents depend on.

- 3.1 Maintain and Protect Existing Infrastructure
- 3.2 Promote Environmental Stability
- 3.3 Ensure Financial Stability





# Re-Building a More Resilient Innisfil

Finding new ways to work and bringing unique services to the community is critical to the way we operate. Never has the need for this approach been more apparent than during the COVID-19 crisis.

Our community told us that their top five concerns during and post-pandemic are:

- ◆ Mental Health
- ◆ Access to Reliable Information
- ◆ Economic Security
- ◆ Employment
- ◆ Community Building with Safety Guidelines

**We heard our community loud and clear. The following initiatives are proposed as part of the budget process to assist the community today, while re-building the even more resilient Innisfil of tomorrow.**



**“Challenge and adversity are meant to help you know who you are. Storms hit your weakness, but unlock your true strength.” – Roy T. Bennett**



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

**Community Neighbourhood Strategy:** A framework for supporting community-led neighbourhood level initiatives would help improve community connectivity, safety and civic engagement as we collectively rebuild from COVID-19.

**Website Revamp:** Innisfil.ca is in need of an overhaul. A fresh look and feel will help excite and engage the community, while a more organized, thoughtful website will improve access to information, ensuring that residents can find the information they need, when they need it.

**Seniors Engagement Strategy:** The COVID-19 pandemic has been particularly difficult for seniors as they face new levels of isolation and stress. By developing a cross-functional seniors engagement strategy, we will ensure that seniors remain engaged members of our community, and that they stay socially connected, healthy and well.

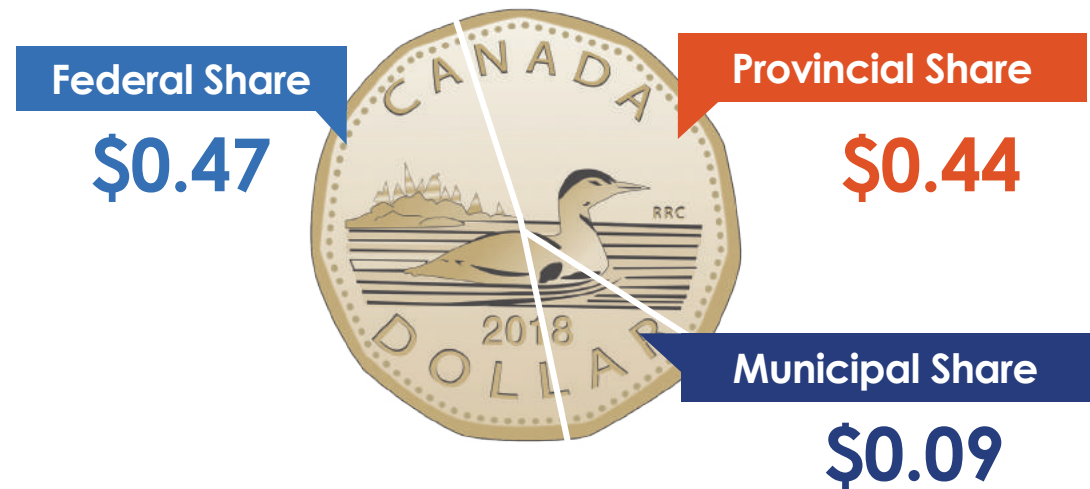
**Expand Community Offerings:** Many of the social and community services that Innisfil residents rely on do not have a physical presence within the municipality. During the Community Needs Assessment we learned that these agencies are yearning to find better ways of bringing their services to town to help support Innisfil. By collaborating with key stakeholders and actively building new partnerships, we will improve coordination and access to services to better support our community. One of the ways we've done this already is through our Rizzardo Health & Wellness Centre, which continues to bring new healthcare services to residents.

**Town Square & Community Programming:** COVID-19 has highlighted our community's need for more outdoor, programmable space. By developing and providing programming for all seasons, we will ensure that community members of all ages can have safe access to socialization, fitness, arts and culture and more while staying safely outdoors to reduce the spread of COVID-19.

# Your Taxes: The Full Picture

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

Regardless, we strive to create a community that is an affordable place to live, work and play. We believe that every dollar you provide is an investment to make sure you enjoy all that Innisfil has to offer. We do our best to maintain current services, provide new services, and minimize taxes. We frequently review our services to ensure they continue to provide value to our community.



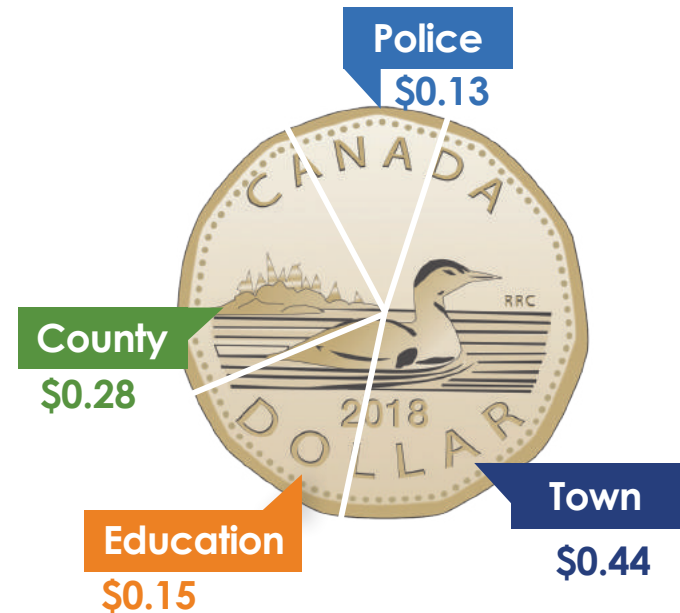
## Did you know...?

**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 (Education).



## Town \$0.44

### EXAMPLE SERVICES:

- Innisfil Transit
- Library Services
- Roads & Sidewalks
- Parks & Recreation
- Winter Maintenance
- Fire & Rescue Services
- Community Standards

## County \$0.28

### EXAMPLE SERVICES:

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

## Police \$0.13

### EXAMPLE SERVICES:

- Community Mobilization & Engagement Unit
- Court Services
- Auxilliary Unit
- Records & Front Desk
- Crisis Outreach & Support Team

## Education \$0.15

### EXAMPLE SERVICES:

- School Boards
- Teachers
- Schools
- Supplies

# The First 0% Blended Tax Increase in History\*

**2021 Increase**  
**\$0**

**2022 Increase**  
**\$3.71** per month / **\$44.57** for the year\*\*

Understanding the devastating impact of COVID-19 on many of our residents, Council directed staff to deliver a 0% budget increase for 2021 and a 1% budget increase (under inflation) for 2022. The proposed budget includes a number of recommended adjustments, including:

- Postponing the Capital Levy until 2023
- Only three new staff positions, which are conversions from contract roles
- A reduction in the Volunteer Firefighter staffing budget that will result in the phasing out of five current positions through attrition.

We are serious about keeping costs down and delivering value for every tax dollar.

\* As far back as staff can confirm. Records and conversations consulted date back to 1996.

\*\* Based on average home value assessment of \$446,363.

# Service Based Budgeting

Will the firetruck arrive on time? Will my street be plowed? What kind of new programs are offered at the Library? When we talk about the things that matter most, we're talking about services and service levels. And that's what our budget is focused on.

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** – 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 transparent conversation about what is important.

**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 EXAMPLE

Staff Resources

Materials and Supplies

Utilities

Contracted Services

Rents & Financial

Long term Debt

Transfer to Reserve  
& Reserve Funds



VS.

# Service Based Budget



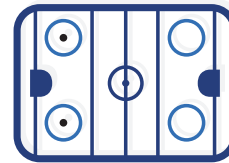
Road Access

Sidewalks  
Access



Winter Control

Sports Fields &  
Courts



Arenas

Lake Access











Parks & Green  
Space

Community  
Centres & Libraries



# Your Guide to Your Services

One of the advantages of a Service Based Budget is giving residents, businesses and stakeholders through Council 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 (e.g. Roadway Network) and corresponding services (e.g. Road Access, Sidewalk Access and Winter Control) that are provided to the

   <b>GROW, CONNECT, SUSTAIN</b>						
Category		<b>Citizen &amp; Council Services</b> 	<b>Building the Town of Tomorrow</b> 	<b>Community Prosperity</b> 	<b>Community Spaces</b> 	<b>Accessible Town</b> 
Service Bundle -Services	<b>Council &amp; Board Services</b> -Council & Committee Support -Election Administration	<b>Growing Communities</b> -Construction Management -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, Rizzardo Health & Wellness Centre and Libraries	<b>Access to Public Transit</b> -Innisfil Transit	
	<b>Customer Service</b> -Customer Service					
	<b>Information Services</b> -Connecting the public to information, resources, tools					



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*. Behind each service bundle is a detailed **business plan** that outlines which teams are working together to provide that bundle, the goals of that bundle, how that bundle is performing, and other detailed information.


Community Programming & Activities		Public & Environmental Protection		LEAD & MANAGE				
Community Programming & Activities		Public & Environmental Protection		Internal Support Services				
<b>Community Programming &amp; Activities</b> -Camp Programming -Leisure programming -Technology Training -Literacy Support Programming -Culture Programming -Health & Wellness Programming -Community Outreach -Collections -Special Events	<b>Fire Protection</b> -Emergency Response & Training -Fire Prevention -Public Fire Safety Education -Emergency Management Readiness	<b>Financial Management</b> -Financial Planning & Reporting -General accounting -Procurement -Property Taxation	<b>People &amp; Talent Management</b> -Employee Relations -Labour Relations -Workplace Health and Wellness	<b>Information Technology</b> - Business Solutions -GIS -IT Operations -Helpdesk		<b>Communications &amp; Community Engagement</b> -Internal & External Communications -Community Engagement -Graphic Design		
	<b>Community Standards</b> -Animal Control -Parking Enforcement -Clean Communities & Building Maintenance -Other By-law Enforcement	<b>Corporate Legal Advice &amp; Support</b> -Legal Advice -Real Estate transaction Support -Litigation Support -Risk Management -Records management	<b>Corporate Finance</b> -Corporate Financing	<b>Corporate Management</b> -Corporate performance and management -Strategic planning and innovation -Alignment across Town Family Organizations	<b>Fleet Management</b> -Fleet Management		<b>Asset Management</b> -Information to guide lifecycle management decisions for town assets	
	<b>Source Water Protection</b> -Septic re-inspection certificate -Conservation Authorities -Water & WW Provision	<b>Police Services</b> -Policing Services	<b>Stormwater Management</b> -Stormwater Management -Municipal Drains					

# How to Read the Service Business Plans

Do you fully understand the value you receive when you pay your property taxes? We think it should be easy to grasp. Look for the following information appearing in every business plan. This number represents **an estimate for how much that service costs the average Innisfil homeowner per month**. Paying for the services we deliver is just like buying items at the grocery store, or a Netflix subscription, or any other monthly bill. When you think about the fact that it costs only \$2 per month to have access to a transit system that delivers 24/7 door-to-door service, or just \$11 to get safe, clean outdoor spaces where you can relax on the sand by the water, or \$24 per month to have all your roads and sidewalks cleared in the summer and winter, we hope you'll agree these services deliver good value for your dollars.

**\$2 per month\***

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 = The price of a cucumber

\*See pg. 18 for details.

*Example: Access to Public Transit*

## Why do some service business plans have no cost?

Internal support services like Financial Management, Information Technology and Communications and Community Engagement for example, have been distributed into the costs of our public-facing municipal service areas, e.g. Fire Protection, Roadway Network and Parks and Recreation. That's because the internal support team (see **Your Guide to Your Services**) provides assistance to *all* public-facing services. Simply put, our internal support services are the gears that keep the engine of our external services humming.



# How to Read the Service Business Plans



## Our Team

This section helps you understand who is involved in delivering and supporting the services within this bundle.



## Our Services

This section helps you understand what services are being delivered within this bundle.



## Measuring Progress

This section helps you understand how we are performing in the delivery of the services by identifying specific metrics that will be measured and reported on.



## How Our Budget Implements Innovative Innisfil 2030

This section helps you understand why we are delivering these services by linking the service elements to the Community Strategic Plan.



## Roadmap: Our Innovative Innisfil 2030 Goals

This section helps you understand where and when services are being delivered by identifying significant projects and initiatives.



## Our Operating Budget Overview

This section identifies the ongoing funding required for staff, maintenance activities, and support to deliver the planned volume and level of service.



## Capital Projects Overview

This section identifies the funding required for specific activities to grow, enhance, and replace elements of the services to be delivered. Check out our 2021 & 2022 Capital Project Mapping Tool online to see everything at a glance: [Innisfil.ca/budget](https://innisfil.ca/budget).



## Service Change Request

A service change request is required when a service bundle is requesting (i) an addition of new permanent staff or conversion of existing contractors to permanent staff, (ii) a change in existing service, or (iii) introduction of a new service. This section will explain (i) the current level of service being provided, (ii) the proposed change to this service level and (iii) the business rationale for the proposed change.



## Financial Impact on the 2021-2022 Budget

This section will explain how the proposed service level change will affect the operating and capital budgets.

*One Town, One Team*



## Innisfil Services

Our *One Town, One Team* services are made up of a diverse set of teams, from public facing services to internal support services. While we may work from different spaces, we all have the same goal in mind—to meaningfully improve the lives of our residents.

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 maintain these parks, install signage, and work to ensure that you can enjoy these spaces. All of the *One Town, One Team* services work together to contribute to your quality of life as guided by the Town's Community Strategic Plan, *Innovative Innisfil 2030*.

# Financial Overview: 2021 & 2022 Proposed Service Based Budget

## Introduction

2020 has been the most disruptive year in a generation because of the global spread of COVID-19. That Black Swan event (which is characterized by its extreme rarity, severe impact, and widespread insistence that we should have been better prepared in hindsight) has changed so many aspects of our lives, some permanently. In these unprecedented times, the Town's priority has been managing the impacts that the COVID-19 pandemic is having on our residents, services and the Town's finances. It is with this front of mind, that Council directed staff to build a budget for 2021-22 that limited the blended property tax increase for residents to 0% in 2021 and 1% in 2022.

While the Town adapts to this "new normal", we also have to manage the pressures of growth. With a current population of approximately 40,000 residents, and significant growth projected to 2041, managing growth and the financial impacts will be key for the Town. Growth generates both challenges and opportunities, as municipalities balance the ongoing needs of existing residents while addressing the pressures associated with growth and the incremental increases in costs for operational needs. Mix in the need to address longer term financial requirements related to asset renewal and replacement and it is evident that careful and prudent planning is necessary to ensure the community remains stable, sustainable and affordable.

As noted earlier in this document, the Town's portion of the local tax dollar represents less than 50% of the total tax bill residents receive; County, Education and Police needs are also included in the annual property tax bill although Council has limited or no authority over those components.

## Strategic Plans: Guiding and Transforming

The Town's Community Strategic Plan *Innovative Innisfil 2030* that was approved by Council on October 23, 2019, sets the vision for the community, guiding major decisions over the next 10 years. Through extensive community consultation, the community's priorities were identified, which formed the development of the strategic goals and objectives within the plan.

In response to the COVID-19 pandemic, and the prolonged impacts that it will have on the community, the Town initiated a Community Needs Assessment, which brought community partners together to gain a collective understanding of the community's needs in the immediate, intermediate, and long-term. Community roundtable sessions revealed five priority areas: mental health, access to reliable information, economic security, employment and community building during and post COVID-19. The information collected through the Community Needs Assessment was provided to Council. A Council Workshop was held on September 16, 2020 to consider the impacts of this information on the Community Strategic Plan *Innovative Innisfil 2030*. The Council Strategy Workshop confirmed that, notwithstanding the COVID-19 pandemic, the Strategic Vision, Mission, Goals and Objectives contained in the Town's Community Strategic Plan will continue to guide the community through the next decade.

Consistent with the 2019-20 two-year budget, the 2021-22 proposed budget is informed not only by a comprehensive environmental scan (economic, political, legislative, regulatory, environmental, regional, social, technological, etc. review and those impacts on the municipality), but by multiple local inputs, starting with the Community Strategic Plan and including various other master plans and strategies approved by Council and formed through significant community consultation:

- Long-term Financial Plan
- Community Health & Wellness Strategy: Our Health
- Community Needs Assessment (2020)
- Culture Master Plan
- Development Charges Background Study
- Fire Master Plan
- Our Place Official Plan
- Parks & Recreation Master Plan
- Stormwater Management Master Plan
- Trails Master Plan
- Tourism Destination Master Plan
- Transportation Master Plan

## Multi-Year Planning & Budgeting

The Government Finance Officers Association (GFOA) and other organizations recommend the development of a multi-year budget as an effective tool in ensuring financial sustainability. A good budget process incorporates a long-term perspective, is aligned with the organization's strategic plans and focuses decisions on results and outcomes. A multi-year budget assists in identifying future opportunities and challenges; therefore, the Town can be more proactive in capitalizing on opportunities, and mitigating challenges. It also provides Council and Staff with a better understanding of the financial implications of decisions. The benefits of multi-year budgeting are enormous and increasingly municipalities are moving towards this approach.

The Town adopted its Multi-Year Budgeting Policy (CP.03.16) in 2016. Utilizing the strategic plans previously discussed, staff developed a two-year plan to address the issues identified while ensuring we are managing what we currently own and operate.

This multi-year process advances Innisfil's financial stability, flexibility and future planning. The administrative time savings achieved and the ability to plan over more than one calendar year have proved to be invaluable in maintaining staffing levels with a focus on external service delivery initiatives while advancing strategic items effectively. The added value of having two-year capital budgets allows staff to pre-plan for tendering opportunities knowing that the budget is already approved in the subsequent year. Ideally this provides an advantage over competing municipalities in obtaining favourable pricing on contracts and ensuring the contractors are on-site early in the construction season.

**Stability:** Planning a budget over multiple years allows Council and staff to take a longer view of Community needs and to build out stable programs and service delivery methodologies. It also provides staff with a period to work on and deliver initiatives as less time is spent on the administrative time preparing a budget in the second year.

**Flexibility:** Multi-year budget planning allows the Town to be more flexible in how it finances its operations, allowing Council and staff to ultimately reallocate funding priorities across the different years of the longer budget cycle. This enables the Town to bring in programs and services when they are most needed, and to adapt to the ever-changing needs of our Town.

**Future Planning:** As a rapidly growing municipality, Innisfil will benefit from proper planning for its future vision while also meeting its present day demands. Multi-year budgeting permits Council and staff to implement or revise programs and services over a longer time frame, rather than being limited to yes/no decision on a yearly basis. This means, for example, if a new program or service doesn't fit into this year's budget cycle, it can still be planned for a later year. Administration expects this to be even more relevant in future multi-year budget cycles where the planning period may be three years or more.

While the intent of the multi-year budget is to adhere to the business plans and budgets, there is an adjustment process that provides an opportunity to fine-tune the budget when warranted. The annual adjustment and reporting process will occur late in the calendar year of the current budget or early in the next year to allow for adjustments, if required, to the business plans and budget for the following year. 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 impacts related to capital projects;
4. Council directed changes.

## Our Budgeting Process

Formulating a proposed two-year service based operating budget, a two-year capital budget and an eight-year capital forecast is a significant undertaking. Work commenced the beginning of 2020 with meetings of the Leadership Team (LT) that laid out the work plan for how the budget would be developed with timelines, targets and expectations defined.

With the arrival of the COVID-19 pandemic, priorities shifted as LT resources were required in addressing the impacts that the pandemic had and continues to have on municipal services. Budget work was temporarily paused as staff focused on the COVID-19 priorities. Understanding that the implications of the pandemic will be felt long after the immediate crisis comes to an end, Town Staff took time to re-evaluate and assess the



community's needs and any resulting impacts that this would have on the development of the 2021/2022 budget.

Through this COVID lens, the 2021/2022 operating budget targets were approved by Council on June 3, 2020 (DSR-086-20). The approved recommendation directed Staff to prepare the draft two-year operating budget limiting any increases in the blended tax rate to 0.0% (2021) and 1.0% (2022), for the average residential property owner; and that the annual 1% increase to the Capital Levy required for asset renewal and replacement be paused and restarted in 2023.

As a result of this Council direction, Staff undertook an extensive process in identifying options to meet those operating budget targets. LT started the process by identifying options that would achieve year over year department budget reductions. Options identified by departments were reviewed by the Steering Group (Senior Leadership Team), with recommendations back to departments on suggested options in completing their draft operating budgets. Hundreds of thousands of dollars were removed from the base budget as a result of efficiency improvements. The Steering Group (SG) members were tasked with reviewing the department budget submissions and making final recommendations on the various operating items needed to achieve the targets.

A similar approach was taken with the Capital Budget. In building the 2021/2022 capital budget, staff considered the changing needs of the Community in light of COVID-19, and the affordability of the program, considering the impacts that the pandemic has had on revenues, such as OLG and Development Charges (DC). Department prepared budgets were reviewed by SG members based on strategic priorities and funding limitations of the two-year capital budget. As a result of COVID-19 and the shifting priorities, Staff acknowledge that there is still more work to do in refining the capital budget forecast for years 3-10. Accordingly, Staff will be completing a more fulsome review in 2021 of these forecasted years in an effort to improve our long-term planning.

### **Non-Property Tax Sources of Funds**

The Town collects and receives non-property tax revenues such as Development Charges, Ontario Lottery and Gaming revenues, and Building Permit fees. These revenues are restricted in their use, either through legislation or Council policy.

Development Charges (DC) fees collected on new construction, are a significant revenue source for the Town. These funds are restricted in use through provincial legislation and can be used solely for the purpose of growth necessitated capital projects, such as new vehicles required for operational activities, facilities needed to accommodate various services throughout the Town, new parks and amenities, and various growth studies. These funds must be reported annually on how they were used.

Ontario Lottery and Gaming (OLG) revenues are also a significant revenue source received by the Town under an agreement with the Province for allowing gaming activities to occur within municipal borders. In accordance with the OLG Allocation and Utilization Policy(CP.07-11-05) as amended, \$200K is granted to the Innisfil Community Foundation(ICF)annually, with the remaining funds to be placed into the "Alternative Revenue Source (ARS)" reserve. Funds are used to pay for the non-growth portion of projects not eligible for DC funding, and strategic one-time, non-recurring expenditures that could be capital or operating in nature. It is important to note, that the Town does not utilize the OLG revenues to fund any regular operating related expenditures, thereby mitigating the impact that reduced OLG revenues would have on the operating budget. A reduction in OLG funds will result in less ARS funds available for the non-growth portion of growth projects. Without these ARS funds this non-growth portion of capital projects would be funded from the Town's Capital Reserve Fund, which is funded through the tax levy.

Building Permit Fees are collected whenever new buildings and structures are constructed or when major renovations to existing buildings are being made. The full amount is payable prior to the issuance of the permit and are to cover the cost of inspections required for compliance with the Building Code Act (BCA). They cannot be used or applied to reduce property tax requirements and any funds not used each year to offset the cost of inspections must be placed in a reserve for future use.

It should be noted that, unlike other municipalities, Water and Wastewater revenues are not part of the Town's operating budget and conversely neither are expenses related to these services. The Town created InnServices Utilities Inc. in 2016 and transferred all financial operational responsibilities to the wholly owned entity as a strategic initiative to address their significant need for capital infrastructure to service growth. No tax dollars are used to support the activities of InnServices and no dividends or other revenues flow to the Town. Council is still responsible for oversight as sole shareholder of the company.

## Operating Budget

Municipal operating budgets quantify the expenditures needed to provide the various services explained in the business plans in this proposed budget such as:

- responses to fire related emergencies
- winter snow and ice storm events
- maintenance of sidewalks, roads, bridges, parks and facilities
- streetlight and traffic signals illuminated and in good repair
- recreational and library programs
- planning
- by-law enforcement

Governance and administrative costs are also part of the annual budget, as are amounts for future asset repair and replacement to ensure that facilities, roads, parks, vehicles etc. can be available for continued service to the community. Like personal or business savings accounts, amounts are set aside in reserve accounts to help reduce or avoid debt principal and interest costs when large replacements such as buildings are necessary.

The operating budget also includes non-tax revenues such as facility rental fees, direct billing back to developers and other stakeholders, recreation program fees, planning fees, various fines, and penalties and interest on investments and bank balances. Every effort is made to maximize revenues received for specific services to lessen the tax burden to property owners. In October 2020 Council approved By-law 088-20 to establish new and amended fees and charges rates effective January 2021. The revenues from these new fees and rates have been incorporated into the 2021/2022 proposed budgets. The amount needed from property taxation is then calculated by using the proposed costs, less the expected non-tax revenues.

### **Property Reassessments/Assessment Growth**

Every four years the Municipal Property Assessment Corporation (MPAC) looks at all properties and reassesses them for taxation purposes considering recent sales information and other factors that impact their value. The most recent reassessment occurred in 2016 with the new values coming into effect for the 2017 tax year to be phased in equally over a four-year period.

An update to assessment values was originally planned for 2020, however due to the COVID-19 pandemic, the Ontario Government announced that the 2020 Assessment Update has been postponed. The province has indicated that property assessments for the 2021 taxation year will continue to be based on the fully phased-in January 1, 2016 current values (i.e. the same valuation date in use for the 2020 taxation year).

Council and taxpayers are reminded that reassessment does not generate additional tax revenue for the Town, as tax rates are adjusted to collect the same amount of property tax revenue. Reassessment can however result in a decrease or increase to a property tax bill if the assessed value of the property is less or more than the average property value increase. There is a video "how your property tax is calculated" on the Town's website explaining this issue at: [innisfil.ca/property-taxes-assessments/](https://innisfil.ca/property-taxes-assessments/)

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

Assessment growth is primarily driven from new residential, commercial and industrial development. Properties are typically assessed within 1 1/2 years of building permit issuance, and accordingly it is the building permit activity of the previous 2 years that impacts assessment growth for the taxation year. Assessment growth for 2021 is estimated to be 2.11% based on information provided by Municipal Property Assessment Corporation (MPAC). The forecasting of growth projections is dependent on many variables and difficult to predict for years beyond 2021. Staff estimate growth projections for 2022 to be in the range of 2.10% to 3.00%. For purposes of the 2022 draft operating budget, staff have used 3.00% growth, however in keeping with the multi-year budget policy, the 2022 budget will be revisited in late 2021 with any necessary adjustments to growth projections at that time.

In developing the 2021/2022 Operating Budget many assumptions and estimates are used. The following table identifies some of those key assumptions.

<b>Table 1: Operating Budget - Key Assumptions</b>			
	<b>2020 (Actual)</b>	<b>2021</b>	<b>2022</b>
<b>Town</b>			
Blended tax rate target	2.55%	0.00%	1.00%
Capital Levy increase	1.00%	0.00%	0.00%
Assessment growth	5.385%	2.11%	3.00%
<b>Police</b>			
Operating budget increase	6.58%	5.00%	5.00%
<b>County</b>			
Operating budget increase	2.00%	0.00%	2.00%

In achieving a blended tax rate target, it is important to note that the Town has limited control over the Police and County budgets, and no control over the Education tax rate impacts. The below table illustrates the impacts that the other agency increases are having on the Town's operating budget. In 2021, the Town must find savings to offset \$381,605 of the Police increases to achieve the 0% blended rate. With a larger increase in assessment growth and a blended rate target of 1% in 2022, the Town will only need to absorb \$1,242 from the other agencies.

**Table 2: Estimated Impacts of Other Agencies on Town Levy**

	<b>Town</b>	<b>Capital</b>	<b>Police</b>	<b>County</b>	<b>Education</b>	<b>Total</b>
2020 Net Levy	29,700,695	7,895,000	10,777,899	23,363,969	17,440,456	89,178,019
2021 Additional growth revenues	688,830	185,576	262,117	557,698	416,304	2,110,525
Other Agencies increase(reduction)	(381,605)	-	381,605	-	-	-
<b>2021 Net Levy</b>	<b>\$30,007,920</b>	<b>\$8,080,576</b>	<b>\$11,421,621</b>	<b>\$23,921,667</b>	<b>\$17,856,760</b>	<b>\$91,288,544</b>
2022 Additional growth revenues	814,425	218,500	316,893	661,350	493,677	2,504,844
Other Agencies increase(reduction)	(1,242)	-	253,923	570,616	48,213	871,510
<b>2022 Net Levy</b>	<b>\$30,821,103</b>	<b>\$8,299,076</b>	<b>\$11,992,437</b>	<b>\$25,153,633</b>	<b>\$18,398,649</b>	<b>\$94,664,898</b>

There were many factors to consider in developing the proposed 2021/2022 budget. Decisions such as, how do you balance the demands of a growing community with the financial impacts of COVID-19? As a result, a considerable amount of time was spent in exploring strategies to achieve operational efficiencies, service level reduction options and revenue generating initiatives required to meet the 2021/2022 operating budget targets.

### **Change Request – Service Level Enhancements**

While a growing community generates additional tax revenue, it also requires additional resources to maintain existing services. For example, a new subdivision creates new tax revenue, but it also has more roads that need to be cleared and salted in the winter, which may necessitate the hiring of additional staff or the purchase of more equipment. Part of the budget process required departments to evaluate the pressures that growth and enhanced service delivery levels are having on their operations. Many requests for additional resources were proposed by departments, however in light of the COVID-19 financial impacts, staff are only recommending the following 2021 Change Requests. There are no Change Requests proposed for 2022.

**Table 3: Recommended Change Requests**

Position/Initiative	2021 Property Tax Impact	Blended Tax Rate Impact %	Capital \$ Needs	Net FTE Impact	Primary Service Bundle
IT Support Technicians (convert from contract to full-time)	-	0.00%	-	2	Information Technology
Communications Coordinator (convert from contract to full-time)	-	0.00%	-	1	Communications & Community Engagement
Town Square – Event Fees	17,000	0.02%	-	-	Community Programming & Activities
<b>Total</b>	<b>\$17,000</b>	<b>0.02%</b>	<b>\$0</b>	<b>3</b>	

Table 4 summarizes positions that were discussed during Staff's review of the proposed budget, but as a result of the target established by Council, were not advanced. They have not been included in the recommended Change Requests and are provided for consideration only if Council decides to add them to the proposed budget. If approved, the positions/programs would exceed the blended tax rate target unless corresponding reductions were made elsewhere in the budget. In terms of additional operating expense "room," a 1% increase in the Town portion of the levy represents approximately \$782,000 for 2021.

**Table 4: Department Submitted Change Requests – For Council Consideration**

Position/Initiative	Property Tax Impact	Blended Tax Rate Impact %	Capital \$ Needs	Net FTE Impact	Primary Service Bundle
<b>2021</b>					
Capital Project Manager (convert from contract to full time)	2,860	0.00%	4,500	1	Growing Communities
Development Coordinator Contract	79,591	0.10%	-	1	Growing Communities
Building Admin Support	84,237	0.00%*	4,000	1	Growing Communities
Operations Casuals	230,894	0.30%	-	4.6	Parks & Recreation Spaces
Town Square Parks Operator & Seasonal Staff	82,880	0.11%	4,000	1.2	Parks & Recreation Spaces
Tree Planting & Replacement Program	80,000	0.10%	-	-	Parks & Recreation Spaces
Sports Amenity Replacement	40,000	0.05%	-	-	Parks & Recreation Spaces
Road-end Beach Enhancements	37,619	0.05%	-	-	Parks & Recreation Spaces
Reduction in Overflow Parking & IBP	50,400	0.06%	-	-	Parks & Recreation Spaces
Bicycle Lanes	293,145	0.37%	-	-	Roadway Network
Youth Recreation Co-op	35,789	0.05%	4,000	1	Community Programming & Activities
Outreach Coordinator	94,884	0.12%	-	1	Community Programming & Activities
Community Spaces Programmer	72,134	0.09%	4,000	1	Community Programming & Activities
Culture Service	150,000	0.19%	-	-	Community Programming & Activities
Fire Inspector (convert from contract to full time)	102,577	0.00%*	1,300	1	Fire Protection



**Table 4: Department Submitted Change Requests – For Council Consideration**

Position/Initiative	Property Tax Impact	Blended Tax Rate Impact %	Capital \$ Needs	Net FTE Impact	Primary Service Bundle
MLE Admin Support	77,000	0.10%	3,500	1	Community Standards
Municipal Law Enforcement Officers	111,725	0.14%	109,200	2	Community Standards
Town Wide Ditching & Culvert Replacement Program	100,000	0.13%	-	-	Stormwater Management
Oil Grit Separator Inspection & Maintenance Program	20,000	0.03%	-	-	Stormwater Management
Noxious Weed & Invasive Species Management Program	17,500	0.02%	-	-	Stormwater Management
Finance Business Partner	30,764	0.04%	4,000	1	Financial Management
Communications Assistant	74,603	0.10%	-	1	Communications & Community Engagement
<b>2021 Total</b>	<b>\$1,868,602</b>	<b>2.15%</b>	<b>\$138,500</b>	<b>18</b>	
<b>2022</b>					
Sports Development Coordinator	76,917	0.09%	4,000	1	Parks & Recreation Spaces
<b>2022 Total</b>	<b>\$76,917</b>	<b>0.09%</b>	<b>\$4,000</b>	<b>1</b>	
<b>Grand Total</b>	<b>\$1,945,519</b>	<b>2.24%</b>	<b>\$142,500</b>	<b>19</b>	

\*The Building Admin Support and Fire Inspector positions would be funded from the Inspection Reserve and therefore would have no tax levy impact.

### **Change Request – Service Level Reductions**

As indicated previously, staff considered numerous options in meeting the blended tax rate targets for 2021/2022. The below service level reductions have been incorporated into the proposed 2021/2022 budget. Details for these proposed service level reductions are contained in a “Service Change Request” form within the respective service bundle section.

**Table 5: Recommended Change Requests – Service Level Reductions**

Position/Initiative	2021 Property Tax Impact	Average Blended Tax Rate Impact %	Capital \$ Needs	# of Positions	Primary Service Bundle
Reduction of 15 Volunteer Firefighter positions	(109,600)	(0.14)%	-	(14.48)	Fire Protection
Station 4 Platooning	(36,450)	(0.05)%	-	-	Fire Protection
Slurry Seal	(177,500)	(0.23)%	-	-	Roadway Network
Gravel Resurfacing	(159,000)	(0.20)%	-	-	Roadway Network
<b>Total</b>	<b>\$(482,550)</b>	<b>(0.62)%</b>	<b>-</b>	<b>(14.48)</b>	

The draft budget changes noted above represent limited service enhancements in maintaining levels of service, along with proposed service level reductions. Assessment growth from new homes and non-residential construction provides additional tax revenue to offset costs related to growth, reducing the impact to existing taxpayers.

### **Property Tax Rate Stabilization Reserve**

Stabilization Reserves assist the Town in managing unexpected in-year fluctuations. The Town's Property Tax Rate Stabilization Reserve (PTRS) is maintained at a minimum of 5% and a maximum of 10% of the budgeted expenditures net of transfers to other reserves. The PTRS is in place to fund operating deficits, or can be used to fund one-time, non-recurring expenditures contained within the operating budget. Additionally, emergency related purchases and Council in-year changes to the operating budget can be funded from the PTRS reserve. As of December 31, 2019, there is \$4.7M in the PTRS reserve, which represents approximately 8% of 2019 budgeted expenditures.

The COVID-19 pandemic is placing significant financial pressure on the Town for 2020 and in the development of the budgets for 2021/2022. Building a budget with the aggressive 0% and 1% targets, while continuing to address

the increased service demands that growth brings, is a challenge. Staff have incorporated significant budget reductions into the budget through efficiencies and service level reduction savings; however even with these measures there was still a shortfall in meeting the 2022 target.

The impacts of COVID-19 on the Town's financial position and budgets are unprecedented, and as such Staff are recommending using \$327,932 from Property Tax Rate Stabilization Reserve (PTRS) in meeting the 2022 budget target. The use of this reserve will enable Staff to smooth out the COVID-19 impacts into subsequent budget years. While this approach would not normally be recommended, Staff recognize the benefits in continuing the delivery of services during these challenging times. The 2021 budget estimates include a transfer of \$24,420 to the PTRS reserve.

Table 6 provides a summary of the major items impacting the proposed 2021 & 2022 budget increase of \$307,225 and \$813,183 respectively (year-to-year comparison, Town portion only, excluding 1% capital levy).

**Table 6: Change in Town Property Tax Levy**

Budget Item Description	2021 Impact \$	2022 Impact \$
Operating and Capital Levy from previous year	\$37,595,695	\$38,088,496
Net Salary & Benefits:		
• Grid progression, Rate & Position Changes, and Other Adjustments	726,980	417,207
• Freezes of non-union wages for 2021, which impacts 2022	(108,926)	(85,105)
• Cost of living increases*	387,439	401,817
Total Net Change in Salary & Benefits	1,005,493	733,919
Net increase in corporate revenues: supplementary taxes: penalty & interest	(82,343)	(81,000)
Net (increase) decrease in registration, facility, user fees, & other recoveries	(274,735)	(208,774)
Net (increase) decrease in permits & other development fees	60,479	(5,095)
Net increase in capital recoveries	(315,713)	(28,320)
Net (increase) decrease in reserve funds used to fund fleet replacement	50,000	50,000
DMZ contract	-	350,000
Transit costs	(216,750)	255,000
Snow clearing costs	226,686	11,671
Shared services	-	(150,000)
Materials & Supplies related to increased maintenance & cleaning at our facilities	101,265	-
Net (decrease) increase in service levels	(465,550)	(1,000)
Remaining various expenditure increases	97,523	79,354
Transfer to (from) tax rate stabilization reserve to achieve budget target	24,420	(352,352)
Operating impacts: 2021 & 2020 proposed capital budget**	96,450	159,779
<b>Town Services increase</b>	<b>\$307,225</b>	<b>\$813,182</b>
<b>Capital Levy increase</b>	<b>\$185,576</b>	<b>\$218,500</b>
<b>Total Town Property Tax Levy</b>	<b>\$38,088,496</b>	<b>\$39,120,179</b>

\* The proposed base budget includes the following cost of living increases:

- Non-Union employee cost of living increase: 2021-1%, 2022-1%. Providing a modest cost of living increase is in line with comparator municipalities.

- A budgetary allocation for FIRE, UNIFOR & CUPE collective bargaining negotiations as contracts expired/will expire December 31, 2019, September 23, 2020 and March 31, 2021 respectively.

\*\* Subject to Council approval of the proposed capital program, there will also be operating budget implications that would be required to be included in the respective year's final approved budgets. The effect of the proposed net Town budget, including recommended service enhancements and service level reductions is a blended rate increase of 0% in 2021 and 1.00% for 2022. The average residential property tax bill would be as follows:

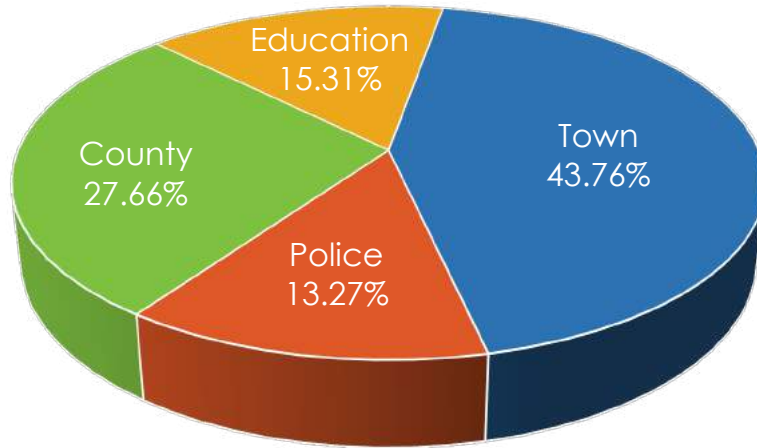
<b>Table 7: Tax Impact on Average Residential Home</b>					
<b>Proposed Town Base Budget</b>	<b>2020</b>	<b>2021</b>	<b>2020-2021 % Change *</b>	<b>2022</b>	<b>2021-2022 % Change *</b>
Avg. Residential Assessment	446,363	446,363		446,363	
Town Services	\$1,560.53	\$1,540.48	(1.28%)	\$1,540.42	0.00%
Police	566.29	586.34	3.54%	599.38	2.22%
County	1,221.12	1,221.12	0.00%	1,250.89	2.44%
Education	682.94	682.94	0.00%	684.76	0.27%
<b>Total Property Tax Bill</b>	<b>\$4,030.88</b>	<b>\$4,030.88</b>	<b>0.00%</b>	<b>\$4,075.45</b>	<b>1.11%</b>
Capital Levy	414.82	414.82	0.00%	\$ 414.82	0.00%
Year-Over-Year % Change	\$4,445.70	\$4,445.70	0.00%	\$4,490.27	1.00%
Year-Over-Year \$ Change		\$ 0.00		\$ 44.57	

\* % increase over prior year

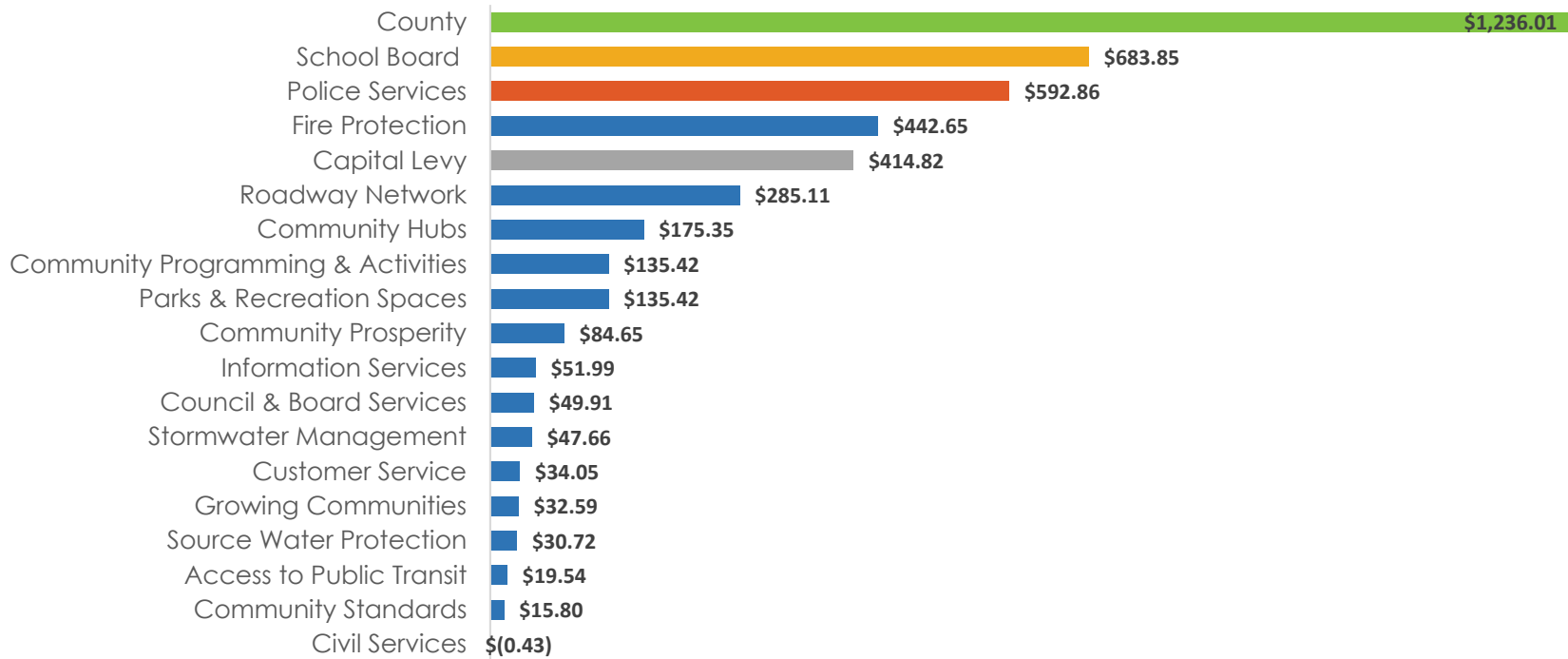
The property tax bill may be paid to the Town of Innisfil, but less than \$0.44 of every dollar stays with the Town to provide all programs and services. Municipal services in Innisfil are provided by two tiers of government. The Town of Innisfil is the "lower tier" level of government and the County of Simcoe is the "upper tier". The Town retains approximately \$1,955 of the average (2021/2022) \$4,468 annual tax bill.

**Allocation of 2021-2022 Average Property Tax Bill by Service**

**Where Your Taxes Go**  
per Average Residential Tax Bill



## 2021 & 2022 Average Budget Allocation for Municipal Services



The graphic above illustrates the net operating costs by service bundle. For further details on each service bundle see the Service Business Plan section of the budget book. Internal support services provide essential support to the Town team in delivering the above municipal services, and includes service bundles for Financial Management, Information Technology, People & Talent Management, Legal Advice & Support, Asset Management, Corporate Finance, Corporate Management, Communications and Fleet Management. The cost of these internal support services has been allocated to the municipal services listed above based on the proportional costs of these municipal services.

## Capital Levy

On December 31, 2019 the Town owned and operated \$453 million in physical assets, excluding land, used in the delivery of services to stakeholders of the Town. Depletion or “consumption” of those assets (depreciation for the accounting minded readers) in 2019 was \$12 million. Physical municipal assets, not unlike your personal vehicles, houses, electronic devices, have a limited life span requiring ongoing maintenance to extend their lives but eventually they need to be replaced or discarded/disposed if no longer of any use. Repairing and replacing assets is costly, requiring strategic planning and funding to ensure their continued use in a cost effective manner. The capital levy was implemented in 2011 as a means of addressing funding gaps and shortfalls in asset replacement in a sustainable manner and to initially reduce the reliance on non-tax revenues as the primary source of funds for capital replacement needs.

The Town currently receives approximately \$6.2M in unconditional revenues annually as a host municipality to one of Ontario Lottery and Gaming (OLG) Corporation's gaming sites. Prior to 2011, the property tax levy was only collecting \$500,000 towards the capital budget, and therefore the Town was relying on the OLG funds to supplement the financial needs of the replacement program. The sustainability of relying on revenues outside of the control of the municipality to replace aging assets was one of the key factors for Council at the time. Since 2011, the annual capital levy has grown to \$7,895,000, and while this is a significant amount, it still falls short of the \$12M annual depletion of assets as they age. Continuing with the annual capital levy and its compounding nature is critical for the Town in addressing this funding gap and reducing our reliance on the OLG revenues. With the closure of Gateway Casino – Innisfil, for several months during the pandemic, it has highlighted the risks in relying on this revenue for our capital program and our need to continue with the annual increases to our capital levy.

While staff recognize the importance of continuing the annual compounding of the levy, the impacts of COVID-19 on the community have been profound, and therefore when budget targets for 2021/2022 were developed this was taken into consideration. The budget targets approved by Council, included a pause on the 1% compounding increase of the capital levy for 2021 and 2022, with the intent to restart this again in 2023.

It is important to note that the Provincial and Federal governments require all municipalities to have a minimum ten-year Asset Management Plan (AMP) in order to continue to qualify for their grant programs. These plans are



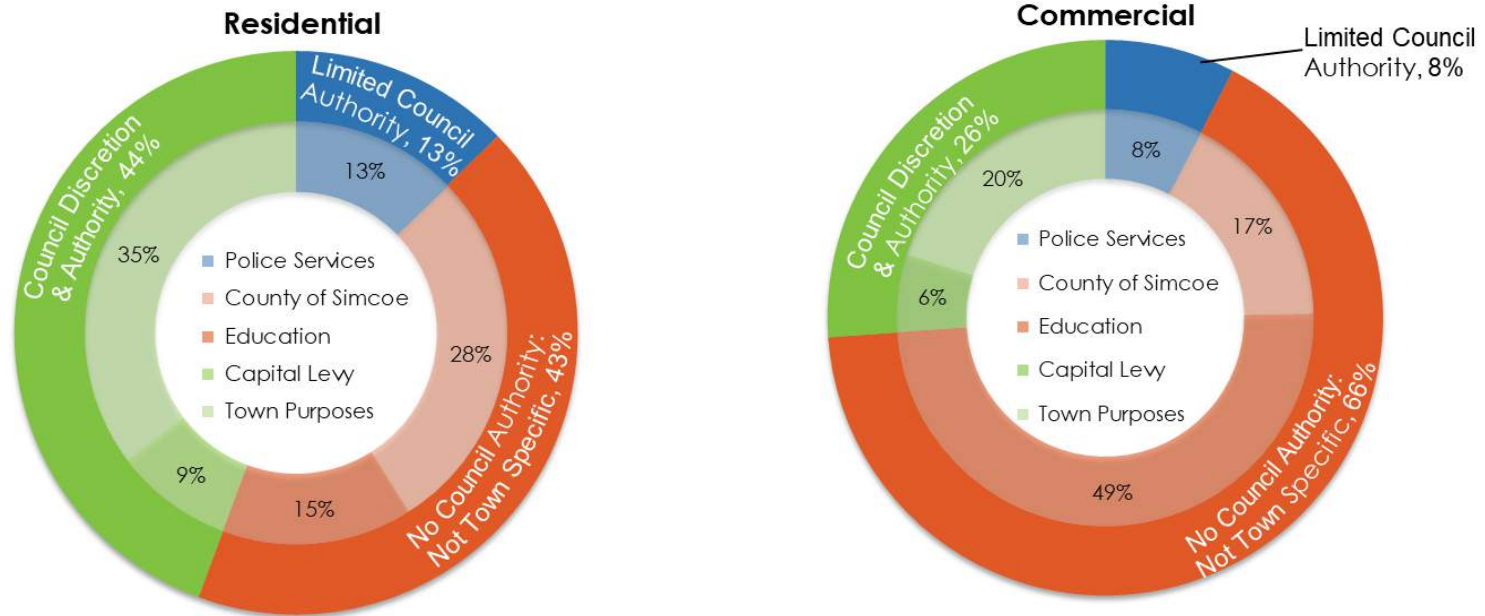
required to be financially sustainable and work is underway to ensure deadlines are met. These grants, specifically federal gas tax, are used to supplement the extensive road rehabilitation program that was severely lacking in the municipality prior to the capital levy implementation.

The annual Capital Levy contribution does not address the larger existing gap between the amount the Town should already have set aside compared to what is currently available. As of December 31, 2019, using the depleted cost of the asset when acquired and not the replacement cost, the existing reserve deficiency is approximately \$138M. The work to refine the Asset Management Plan is ongoing and is an integral component of long term financial planning initiatives for future budget considerations. This challenge is one that all municipalities face as they begin to budget more comprehensively and appropriately for replacement, repair and maintenance of their tangible capital assets.

## Operating Budget at a Glance

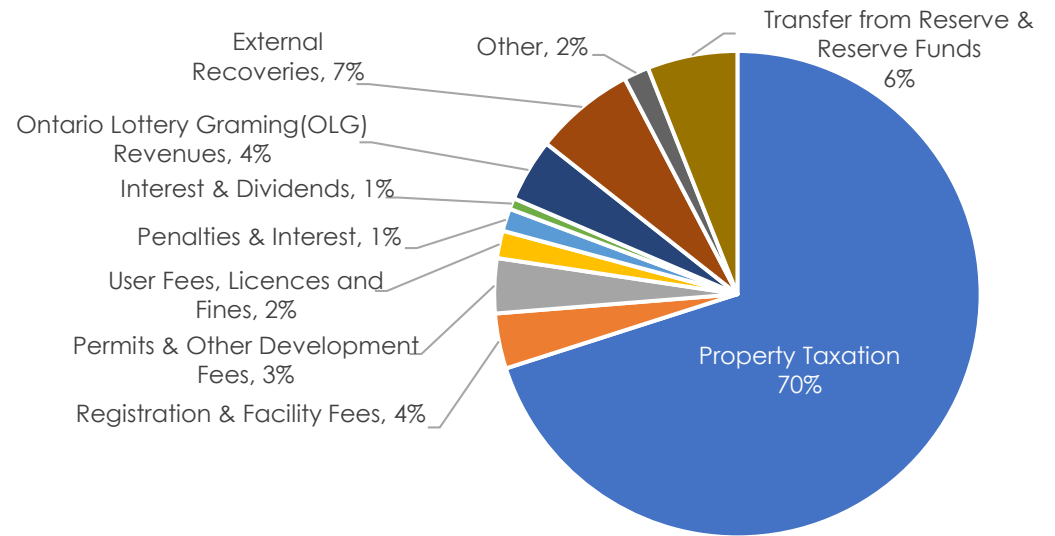
### Proposed Average Property Tax Bills

The average total property tax bill is apportioned based on the proposed operating budget and forecasts for County, Education and Police Services (average of 2021 & 2022). The graphs below illustrate that Town Council has direct authority for less than half (44%) of the residential property tax bill with limited or no control of the other 56%. For commercial properties the amount of direct influence is reduced to 26%. For commercial properties the amount of direct influence is reduced to 26%.



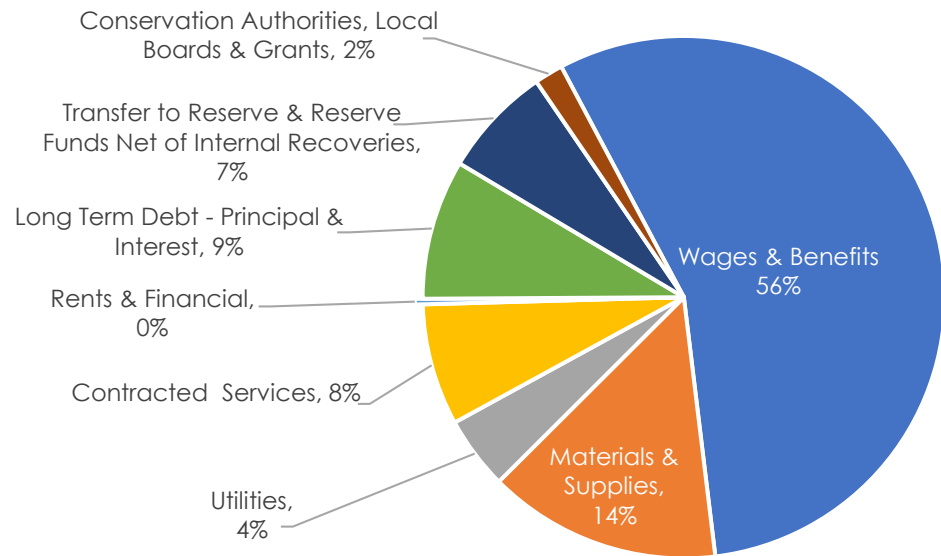
**Where the Money Comes From**

This chart illustrates the sources of revenues included in the Town budget and the percent they represent. It should be noted that although over 4% of total revenue is derived from Ontario Lottery Gaming (OLG) revenues, all amounts received are transferred to the Alternative Revenue Source reserve fund and used in accordance with Council Policy C.P.07-11-05, with the exception of \$200K which is granted to the Innisfil Community Foundation.



**How the Money Is Spent**

This chart shows how funds are expended or set aside for future purposes by expenditure type. Please note that the transfer to reserves includes OLG revenues.

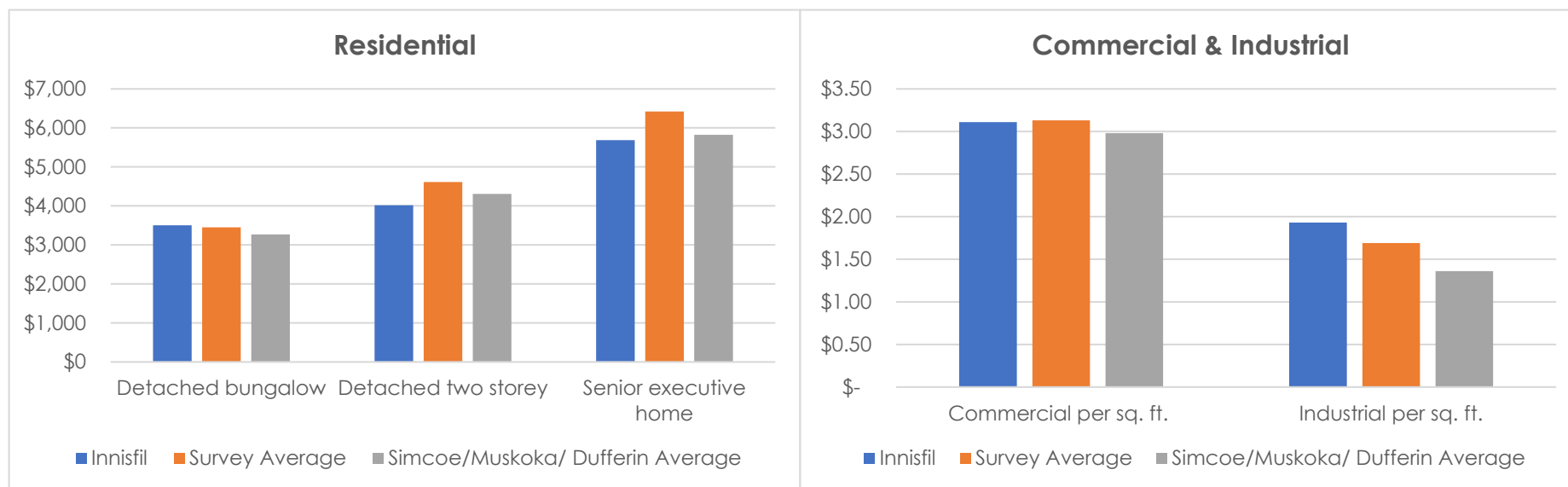


## Comparison Data

BMA Management Consulting Inc. surveyed 110 participating Ontario municipalities in 2019 to provide comparisons of a variety of factors based on their 2019 financial information. Of note for the purposes of budget discussion are the following results:

<b>BMA Survey Categories</b>	<b>Innisfil</b>	<b>Survey Average</b>	<b>Simcoe/Muskoka/Dufferin Average</b>
Taxes for a detached bungalow home	\$3,504	\$3,449	\$3,270
Taxes for a detached two story home	\$4,018	\$4,611	\$4,307
Taxes for a Senior Executive home	\$5,685	\$6,418	\$5,820
Commercial per sq. ft.	\$3.11	\$3.13	\$2.98
Industrial per sq. ft.	\$1.93	\$1.69	\$1.36
*Average Gross Household Income	\$111,204	\$105,849	\$102,528

\* based on the 2019 Manifold Data Mining Inc. estimates report



The study indicates that Innisfil places in the “low-mid” level of surveyed municipalities for residential property taxes and in the “mid” level for average gross household income. For commercial and industrial, Innisfil is ranked in the “mid” range. However, the industrial tax ratios (set by the County) are being phased lower to match the commercial ratio, with the final reduction in 2020. The expectation is that this will improve the comparison to others in the 2020 study.

## Capital Budget

### **2021 & 2022 Proposed Capital Budget and 2023 to 2030 Capital Forecast**

Consistent with the provincial and federal mandates for ten-year capital plans to properly address asset management planning and qualify for grant opportunities, staff prepared a two-year capital budget and eight-year forecast. The proposed budget and forecast provide the public, Council and staff with a longer-term path for capital initiatives, recognizing immediate and future needs that include existing asset replacements and growth required infrastructure demands.

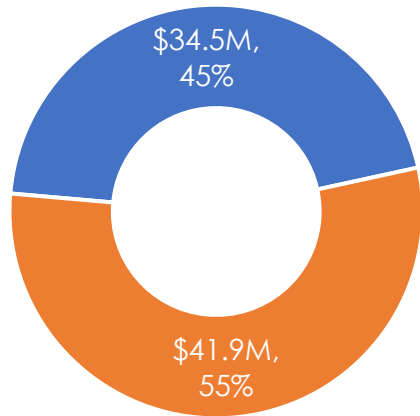
The two-year capital budget and eight-year forecast has been developed within the COVID lens and utilizing the recent community needs assessment study, along with existing master plans, a development charges background study, asset management planning and other input documents that guide the focus to where and when financial resources are needed. Although not fully financially achievable at this time, the forecasted years for 2023 and beyond are more realistic in terms of what is anticipated to occur when capital forecasted projects proceed. As staff continue to utilize more detailed asset management condition ratings, the timing of needs will become even more refined in future budgets allowing better decisions to be made concerning the financial commitments. Furthermore, and as previously indicated in the Budget Process section, Staff will be completing a more fulsome review of the forecasted years in 2021 in an effort to improve our longer-term capital planning.

The proposed 2021/2022 capital budget and 2023 to 2030 capital forecast classifies projects into two classifications:

- Asset Renewal - major life-cycle repairs and maintenance as well as replacement of existing capital assets.
- Growth - address increased demands and service levels required by new growth and expansion, funded primarily from development charges.

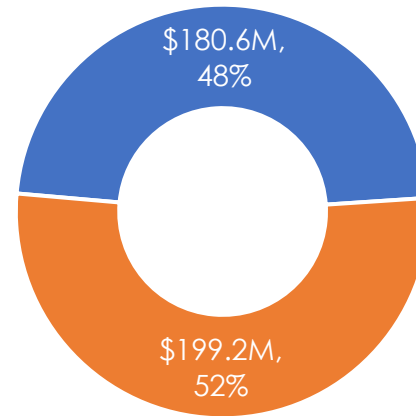
Charts below summarize the combined total 2021/2022 proposed capital budget in the amount of \$76.4 million, and the 2023 to 2030 forecasted capital budget in the amount of \$379.8 million.

2021 & 2022 Proposed Capital Budget



■ Growth      ■ Renewal

2023 to 2030 Forecasted Capital Budget



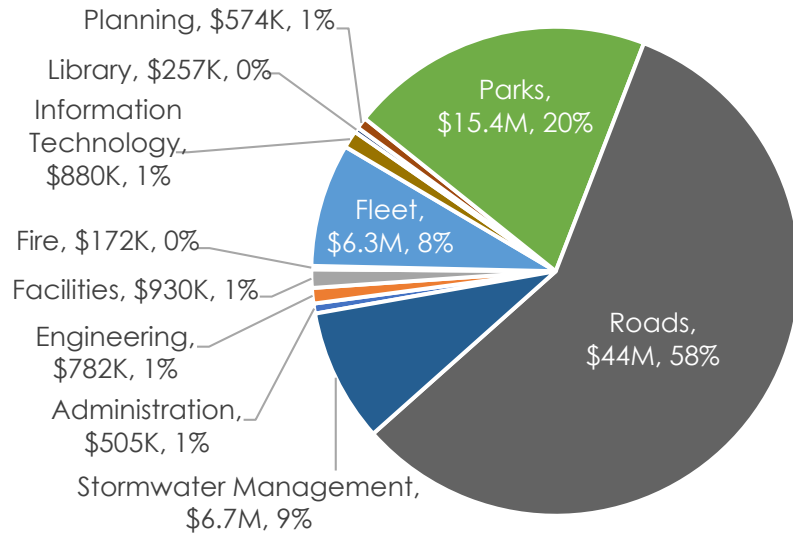
■ Growth      ■ Renewal

\*Above information excludes capital requests from South Simcoe Police

Table 9: Capital Budget by Expenditure Classification					
Classification	Proposed 2021	Proposed 2022	Total 2021 & 2022	Forecast 2023-2030	Total 2021-2030
Growth	26,567,007	7,970,995	34,538,002	180,603,372	\$ 215,141,374
Asset Renewal	24,305,008	17,572,487	41,877,495	199,154,089	\$ 241,031,584
<b>Total</b>	<b>\$ 50,872,015</b>	<b>\$ 25,543,482</b>	<b>\$ 76,415,497</b>	<b>\$ 379,757,461</b>	<b>\$ 456,172,958</b>

The charts below demonstrate the source of funding and project type expenditures for the 2021/2022 proposed capital budget.

**2021 & 2022 Proposed Capital Budget by Project Type**



**2021 & 2022 Proposed Capital Budget by Source of Funding**

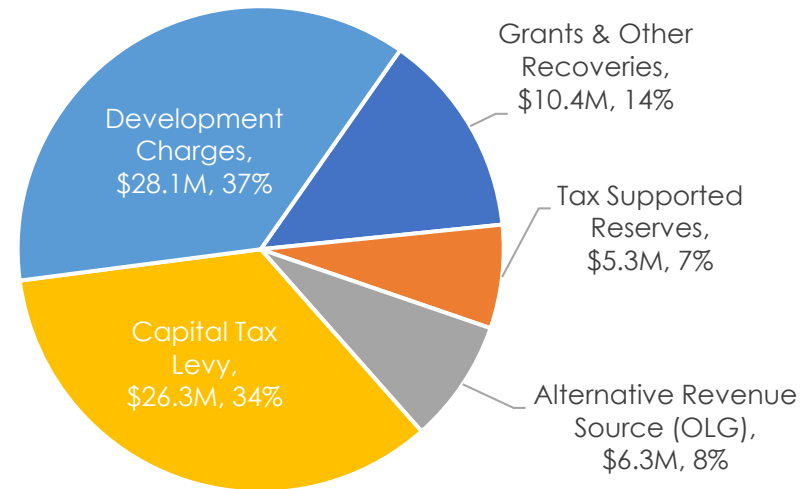


Table 10 summarizes the Proposed Capital Budget by Service Bundles. For a detailed list of capital projects/initiatives within each service bundle, please refer to the Service Business Plan section of the budget book.

<b>Service Bundle</b>	<b>Proposed 2021</b>	<b>Proposed 2022</b>	<b>Total 2021 &amp; 2022</b>	<b>Forecast 2023-2030</b>	<b>Total 2021-2030</b>
Growing Communities	24,737,025	7,410,195	32,147,220	161,196,278	\$ 193,343,498
Stormwater Management	10,685,920	1,898,821	12,584,741	20,132,782	\$ 32,717,523
Roadway Network	9,366,984	9,480,896	18,847,880	90,835,756	\$ 109,683,636
Parks & Recreation Spaces	1,460,569	2,002,415	3,462,984	71,158,955	\$ 74,621,939
Fleet Management	2,070,264	2,465,200	4,535,464	11,935,100	\$ 16,470,564
Community Hubs	710,000	512,000	1,222,000	4,156,858	\$ 5,378,858
Information Technology	464,053	527,955	992,008	3,163,011	\$ 4,155,019
Fire Protection	881,000	1,086,000	1,967,000	16,137,000	\$18,104,000
Community Standards	161,200	-	161,200	-	\$ 161,200
Corporate Management	150,000	-	150,000	439,000	\$ 589,000
Access to Public Transit	100,000	70,000	170,000	158,104	\$ 328,104
Communications	65,000	-	65,000	-	\$ 65,000
Community Programming & Activities	20,000	30,000	50,000	-	\$ 50,000
Asset Management	-	-	-	444,617	\$ 444,617
Financial Management	-	60,000	60,000	-	\$ 60,000
<b>Total</b>	<b>\$ 50,872,015</b>	<b>\$ 25,543,482</b>	<b>\$ 76,415,497</b>	<b>\$ 379,757,461</b>	<b>\$ 456,172,958</b>

## Capital Reserves

Reserves are “savings”; funds that are not required for current purposes and get set aside for future use. Some are externally restricted under provincial statute, such as Development Charges Act (DCs) and tend to be used for growth related projects. While other reserves are created by Council for a specified future use and tend to be



used for asset renewal projects. The maintenance and monitoring of reserves is an important component of effective financial planning.

Reserve revenues are forecasted using the following information:

- Projected new housing starts as a basis of calculating revenues to be collected through development charges, interest income to be earned is estimated and incorporated into forecasted balances. Growth projections were discussed and confirmed with planning and development engineering staff.
- As a result of the COVID-19 pandemic, Gateway Casinos – Innisfil was closed for a period of time and reopened on October 10, 2020 under provincial guidelines of a 50-customer limit and no live table games. Due to the casino closure the Town has only received \$972K of the \$6.2M originally expected to receive in 2020. While the casino has partially reopened, revenues generated from the 50-customer limit are expected to be substantially less than if fully operational. With the second wave of COVID-19 upon us, it is difficult to predict how this will impact the casino's operations and the Town's portion of these OLG revenues. For purposes of the 2021/2022 budget we have estimated to receive only 25% or \$1,550,000 of the regular 2021 OLG revenues, and 75% or \$4,650,000 in OLG revenues for 2022. For 2023, budget estimates assume the Casino would be fully operational.
- Anticipated amounts to be received from Federal Gas Tax and Ontario Community Infrastructure Fund (OCIF), interest income to be earned is estimated and incorporated into forecasted balances.
- Planned contributions from taxation including the 1% blended rate capital levy.

Capital Reserve categories are as follows:

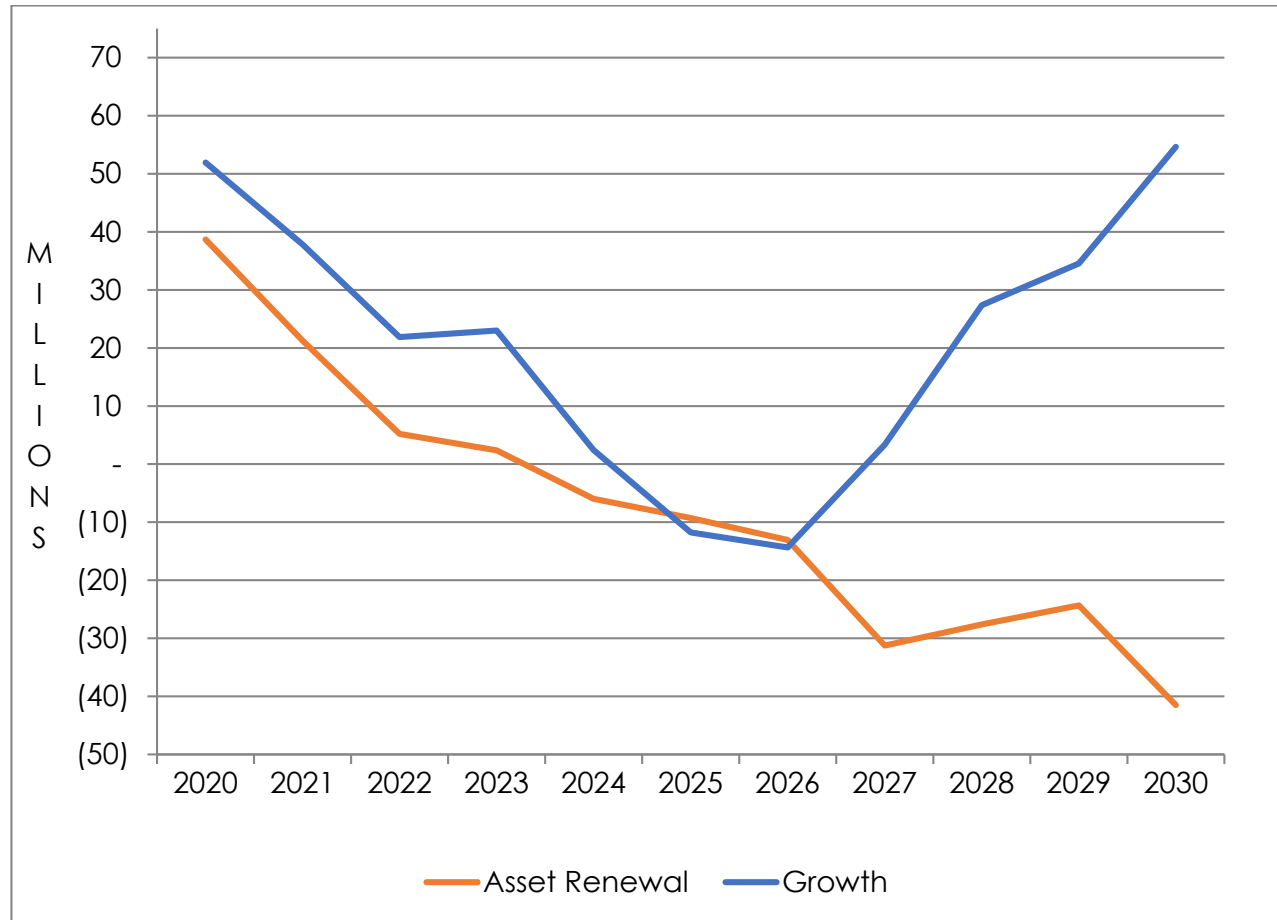
1. Growth: this includes funds collected from development for specific growth-related projects. ARS is classified with a purpose of growth; however, ARS funds are also used to fund the Innisfil Community Foundation and one-time, non-recurring strategic priorities. It has been classified as growth, since the majority of ARS funds are used to fund the non-growth portion of growth projects.
2. Asset Renewal: these reserves are set-aside for the future repair and replacement of existing assets. Uses also include new initiatives that are not eligible to be funded from development charges.

Using the estimated revenues and forecasted capital and operating uses, staff has projected the capital reserve balances. This is used to determine the affordability of the proposed capital program and to identify where long-term debt or other financing opportunities may be necessary. The following chart provides a forecast of the reserve balances on the basis of anticipated cash flows:

**Table 11: Forecasted Reserve Balances**

Category	Reserves	2020	2020	2021	2022
		Opening Balance	Projected Closing Balance	Projected Closing Balance	Projected Closing Balance
Growth	Development Charges	14,858,647	25,262,289	17,182,540	4,782,748
	ARS	21,559,626	19,158,891	12,830,443	8,979,970
	Cash in lieu of Parkland	3,713,124	3,762,465	3,841,303	3,920,535
	7/8 Line & Cash-in-lieu of Parking	3,519,887	3,737,060	3,961,693	4,189,298
Asset Renewal	Capital Reserve Fund	19,679,421	28,597,389	12,709,957	(2,173,465)
	Gas Tax	3,519,209	563,013	(12,352)	(19,754)
	Capital Reserves (Fleet, Facilities, Computer, etc)	8,419,558	9,134,939	8,187,603	7,006,440
	Other	392,401	380,441	375,488	381,386
<b>Total</b>		<b>\$75,661,873</b>	<b>\$90,596,487</b>	<b>\$59,076,676</b>	<b>\$27,067,158</b>

### 2021 to 2030 Forecasted Capital Reserve Balances



The graph shows a potential shortfall for Asset Renewal and Growth in the outer years. Further refinement of the capital program will occur in 2021 to provide a 10-year plan that can either be fully funded from available reserves or identify where long-term borrowing may be required. As part of this work, strategies will be employed to smooth out the capital budget outlays in an effort to prevent large fluctuations in cash requirements that will

optimize investment income and purposefully plan out our long-term borrowing requirements. Significant projects contributing to the decline in capital reserves is as follows:

Asset Renewal:

- Roads Rehabilitation Program (RDS349)
- Revitalization of the Baseball/ Soccer Sports Complex (PKS334) in 2023
- Redevelopment/Replacement of Stroud Arena (PKS136) in 2026
- Replacement of the Lefroy Community Centre (PKS135) in 2029

Growth:

- Lefroy Library (LIB42) in 2023
- Mobility Orbit Square & Go Station Park (PKS406) 2023 & 2024
- Town Campus Library Branch (LIB47) in 2024
- Baseball/Soccer Sports Complex (PKS334) in 2026
- Fire Station #6 – Innisfil Heights (FIRE58) in 2026

## Long Term Debt

Outstanding existing debt as of December 31, 2020 (committed until 2030) will be \$17.9 million requiring annual principal and interest payments of approx. \$2.8M.

Council, in previous budget deliberations, approved projects originally requiring \$25.3 million in long term debt. The South Innisfil Drain project included in this committed debt is in progress and the Town is able to cash flow these costs, therefore debt is not required at this time. The committed debt associated with the completed projects for the Lakeshore Library Expansion, Salt Management Facility and Operations Centre are fully funded through development charge revenues. While Council did commit to debt financing these projects, Town cash flow has been sufficient such that no external debt has been required to-date. In the interim, internal borrowing from other reserves has been used, and the original debt commitments have been reduced annually by these internal repayments, reducing the committed debt to \$17.6M if/when it is eventually needed. In anticipation of issuing formal debt, the 2021 and 2022 operating budget, consistent with past budget approaches, includes

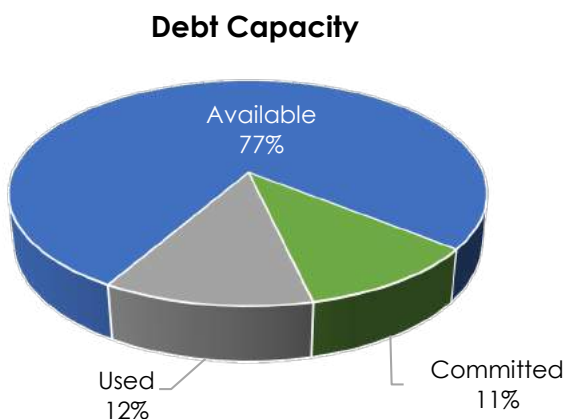
principal and interest repayment amounts for the existing and approved debt financed projects. All existing and committed debt is funded from DC's resulting in no impact to the tax rate.

There is no new debt required for the 2021 & 2022 capital budget. The below table illustrates the outstanding and committed debt.

<b>Table 12: Long-Term Debt</b>					
<b>Project</b>	<b>Committed Debt</b>			<b>Existing Debt</b>	<b>Total Debt</b>
	<b>Original</b>	<b>Reduction</b>	<b>Revised</b>		
Cookstown Library	-	-	-	1,263,500	1,263,500
Police Building	-	-	-	1,263,500	1,263,500
Town Hall	-	-	-	5,381,750	5,381,750
Innisfil Recreation Centre	-	-	-	9,386,000	9,386,000
Streetlighting loan due to Innterprises Inc.	-	-	-	583,530	583,530
Completed Projects:					
Lakeshore Library Expansion	6,611,703	(1,940,107)	4,671,596	-	4,671,596
Salt Management & Operation Centre	8,772,650	(4,392,166)	4,380,484	-	4,380,484
Station #5 - Big Bay Point	7,000,000	(1,400,000)	5,600,000	-	5,600,000
Projects in Progress:					
South Innisfil Drain	2,903,201	-	2,903,201	-	2,903,201
	<b>\$25,287,554</b>	<b>\$(7,732,273)</b>	<b>\$17,555,281</b>	<b>\$17,878,280</b>	<b>\$35,433,561</b>
<b>Remaining Debt Capacity - (20 years @ 5% interest)</b>					
Town Policy (Maximum @ 20%)					<b>\$115,972,843</b>
Provincial Limit (Maximum @ 25%)					<b>\$159,651,083</b>

The Municipal Act, 2001 as amended provides the authority and imposes 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. The Town has identified its maximum 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. The remaining debt capacity noted in the above table illustrates the Town's debt capacity at 20% and 25%.

The chart below depicts the Town's debt capacity based on the Town's debt policy limit of 20% of own source revenues. The Town has 77% of its debt capacity remaining, 12% of the debt capacity has been used and represents the existing debt noted in the above table. The remaining 11%, represents debt that has been committed but not issued. Should debt not be required for the "committed" debt projects, the Town's available debt capacity would increase.



## Conclusion

The Community Strategic Plan coupled with the recent Community Needs Assessment has been used to guide the formulation of the operating and capital budgets. The budget has been developed through the COVID lens demonstrating fiscal restraint during these difficult financial times for both residents and local businesses. The two-

year service-based budget is intended to provide better information on the services and their related cost; enhanced planning for strategic and on-going initiatives, and more certainty to the taxpayer for property tax rates. Financial stability continues to be an important goal of the community and the long-term financial plan and forecasting tool will help guide staff and Council in achieving this objective by being able to forecast impacts of changing economic environments to respond as appropriate.

Included in Appendix E are links to the Town's Financial Policies approved by Council. These are used to guide staff in the development of operating and capital budgets and to ensure that prudent care is given in bringing forward plans that address affordability and long-term stability goals.

In summary, the Town of Innisfil strives to provide services and amenities in a sustainable and innovative manner. Care and consideration have been given to ensure a balance between delivering quality services and managing the pressures of growth, while striving to maintain affordability and quality of life for taxpayers and residents of Innisfil.

## 2021 & 2022 Proposed Operating Budget by Revenues & Expenditures

	2020		2021		2022		
	Approved Budget	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
Revenue							
Registration & Facility Fees	(2,782,229)	(2,768,808)	13,421	(0.48%)	(2,823,209)	(54,401)	1.96%
Permits & Other Development Fees	(3,128,223)	(2,453,715)	674,508	(21.56%)	(2,958,810)	(505,095)	20.58%
User Fees, Licences and Fines	(1,288,431)	(1,340,695)	(52,264)	4.06%	(1,366,806)	(26,111)	1.95%
Penalties & Interest	(983,000)	(1,085,000)	(102,000)	10.38%	(1,146,000)	(61,000)	5.62%
Interest & Dividends	(704,271)	(539,271)	165,000	(23.43%)	(559,271)	(20,000)	3.71%
Ontario Lottery Gaming (OLG) Revenues	(5,000,000)	(1,550,000)	3,450,000	(69.00%)	(4,650,000)	(3,100,000)	200.00%
External Recoveries	(5,283,609)	(4,903,199)	380,410	(7.20%)	(5,048,702)	(145,503)	2.97%
Other	(1,325,720)	(1,315,140)	10,580	(0.80%)	(1,308,208)	6,932	(0.53%)
Other Taxation Revenues	(1,536,861)	(2,037,714)	(500,853)	32.59%	(2,137,714)	(100,000)	4.91%
Transfer from Reserve & Reserve Funds	(5,176,291)	(4,459,140)	717,151	(13.85%)	(4,434,550)	24,590	(0.55%)
<b>Total Revenue</b>	<b>(27,208,635)</b>	<b>(22,452,682)</b>	<b>4,755,953</b>	<b>(17.48%)</b>	<b>(26,433,270)</b>	<b>(3,980,588)</b>	<b>17.73%</b>
Expenditures							
Wages & Benefits	29,452,098	30,168,352	716,254	2.43%	30,912,802	744,450	2.47%
Materials & Supplies	7,945,343	7,923,702	(21,641)	(0.27%)	7,880,169	(43,533)	(0.55%)
Utilities	2,432,903	2,467,627	34,724	1.43%	2,467,827	200	0.01%
Contracted Services	3,318,470	3,765,515	447,045	13.47%	4,463,543	698,028	18.54%
Rents & Financial	235,816	188,681	(47,135)	(19.99%)	188,681	-	0.00%
Long Term Debt - Principal & Interest	5,573,202	4,746,652	(826,550)	(14.83%)	4,719,662	(26,990)	(0.57%)
Transfer to Reserve & Reserve Funds	8,499,604	4,608,847	(3,890,757)	(45.78%)	7,897,885	3,289,038	71.36%
Conservation Authorities, Local Boards & Grants	1,005,037	968,459	(36,578)	(3.64%)	969,575	1,116	0.12%
Internal Recoveries/Transfers	(1,553,143)	(2,473,683)	(920,540)	59.27%	(2,502,000)	(28,317)	1.14%
<b>Total Expenditures</b>	<b>56,909,330</b>	<b>52,364,152</b>	<b>(4,545,178)</b>	<b>(7.99%)</b>	<b>56,998,144</b>	<b>4,633,992</b>	<b>8.85%</b>
**Operating Impacts from proposed capital budget		96,450	96,450		256,229	159,779	
<b>Total Town Operating (Excluding Police &amp; Capital Levy)</b>	<b>29,700,695</b>	<b>30,007,920</b>	<b>307,225</b>	<b>1.03%</b>	<b>30,821,103</b>	<b>813,183</b>	<b>2.71%</b>
Capital Levy	7,895,000	8,080,576	185,576	2.35%	8,299,076	218,500	2.70%
<b>Total Town Operating (Excluding Police)</b>	<b>37,595,695</b>	<b>38,088,496</b>	<b>492,801</b>	<b>1.31%</b>	<b>39,120,179</b>	<b>1,031,683</b>	<b>2.71%</b>
Add: *BWG/Innisfil Police Service Board	10,777,899	11,421,621	643,722	5.97%	11,992,437	570,816	5.00%
<b>Total Operating Levy Requirement</b>	<b>\$48,373,594</b>	<b>\$49,510,117</b>	<b>\$1,136,523</b>	<b>2.35%</b>	<b>\$51,112,616</b>	<b>\$1,602,499</b>	<b>3.24%</b>

\*Town staff estimates

\*\*Operating impacts from approved 2020 capital have been incorporated into operating expenditures above



**Note: Explanation of Change**

Wages & Benefits - The 2.43% change in wages and benefits for 2021 includes cost of living adjustments, rate changes, statutory benefits, and grid progressions. It also reflects a wage freeze for non-union staff. In 2022 step increases for non-union staff are budgeted to resume.

Capital Levy - The capital levy increase of 2.35% in 2021 and 2.70% in 2022 reflects the additional capital levy collected on new households/assessments.

The Town's Total Operating Budget in 2021 has increased year over year by 1.03%. For further detail please see Table 6 in the Executive Summary.

## 2021 & 2022 Proposed Operating Budget by Service Bundle

	2020	2021		2022			
	Approved Budget	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
Council & Board Services	851,922	836,862	(15,060)	(1.77%)	860,755	23,893	2.86%
Civil Services	(10,427)	(8,603)	1,824	(17.49%)	(5,949)	2,654	(30.85%)
Customer Service	559,960	581,418	21,458	3.83%	576,640	(4,778)	(0.82%)
Information Services	961,065	869,367	(91,698)	(9.54%)	899,061	29,694	3.42%
Growing Communities	471,090	544,744	73,654	15.63%	563,906	19,162	3.52%
Community Prosperity	1,149,773	1,263,299	113,526	9.87%	1,616,092	352,793	27.93%
Parks & Recreation Spaces	2,200,670	2,215,728	15,058	0.68%	2,249,360	33,632	1.52%
Community Hubs	2,436,562	2,968,598	532,036	21.84%	2,995,378	26,780	0.90%
Roadway Network	5,323,960	4,769,174	(554,786)	(10.42%)	4,832,216	63,042	1.32%
Access to Public Transit	438,368	251,215	(187,153)	(42.69%)	413,528	162,313	64.61%
Community Programming & Activities	2,298,160	2,274,353	(23,807)	(1.04%)	2,331,932	57,579	2.53%
Fire Protection	7,207,308	7,363,288	155,980	2.16%	7,690,922	327,634	4.45%
Community Standards	206,994	261,638	54,644	26.40%	275,820	14,182	5.42%
Source Water Protection	493,296	513,160	19,864	4.03%	531,776	18,616	3.63%
Police Services	10,777,899	11,421,621	643,722	5.97%	11,992,437	570,816	5.00%
Stormwater Management	902,981	807,414	(95,567)	(10.58%)	816,029	8,615	1.07%
Financial Management	1,437,066	1,352,866	(84,200)	(5.86%)	1,375,843	22,977	1.70%
Corporate Legal Advice & Support	770,789	803,391	32,602	4.23%	807,141	3,750	0.47%
People & Talent Management	832,268	939,939	107,671	12.94%	948,486	8,547	0.91%
Corporate Management	1,172,212	998,424	(173,788)	(14.83%)	1,025,639	27,215	2.73%
Corporate Financing	5,824,178	5,854,184	30,006	0.52%	5,445,478	(408,706)	(6.98%)
Information Technology	1,304,313	1,264,742	(39,571)	(3.03%)	1,287,588	22,846	1.81%
Communications	536,938	795,588	258,650	48.17%	822,570	26,982	3.39%
Asset Management	226,249	295,202	68,953	30.48%	306,316	11,114	3.76%
Fleet Management	-	176,055	176,055	-	197,423	21,368	12.14%
<b>Total Operating</b>	<b>48,373,594</b>	<b>49,413,667</b>	<b>1,040,073</b>	<b>2.15%</b>	<b>50,856,387</b>	<b>1,442,720</b>	<b>2.92%</b>
Add: Operating Impacts from Proposed Capital Budget		96,450			256,229		
<b>Total Operating Levy Requirement</b>	<b>\$48,373,594</b>	<b>\$49,510,117</b>	<b>\$1,136,523</b>	<b>2.35%</b>	<b>\$51,112,616</b>	<b>\$1,602,499</b>	<b>3.24%</b>

## 2021 - 2030 Proposed Capital Budget by Service Bundle

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Access to Public Transit	100,000	70,000	30,000	128,104	-	-	-	-	-	-	\$ 328,104
Asset Management	-	-	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	\$ 444,617
Communications	65,000	-	-	-	-	-	-	-	-	-	\$ 65,000
Community Hubs	710,000	512,000	1,726,503	555,016	296,739	100,000	25,000	1,403,600	25,000	25,000	\$ 5,378,858
Community Programming & Activities	20,000	30,000	-	-	-	-	-	-	-	-	\$ 50,000
Community Standards	161,200	-	-	-	-	-	-	-	-	-	\$ 161,200
Corporate Management	150,000	-	70,000	-	-	174,000	70,000	-	95,000	30,000	\$ 589,000
Financial Management	-	60,000	-	-	-	-	-	-	-	-	\$ 60,000
Fire Protection	881,000	1,086,000	86,000	825,000	2,941,000	12,035,000	75,000	175,000	-	-	\$ 18,104,000
Fleet Management	2,070,264	2,465,200	1,064,500	2,102,200	2,981,200	3,301,700	1,280,300	1,205,200	-	-	\$ 16,470,564
Growing Communities	24,737,025	7,410,195	51,250,795	53,119,706	15,664,635	5,515,816	1,961,395	8,217,195	23,287,821	2,178,915	\$193,343,498
Information Technology	464,053	527,955	515,915	431,666	580,000	467,000	366,010	288,762	259,874	253,784	\$ 4,155,019
Parks & Recreation Spaces	1,460,569	2,002,415	10,397,769	830,403	840,225	29,796,363	1,172,555	883,469	26,441,257	796,914	\$ 74,621,939
Roadway Network	9,366,984	9,480,896	10,643,080	10,638,081	10,690,644	11,041,142	11,393,636	11,961,190	12,053,566	12,414,417	\$109,683,636
Stormwater Management	10,685,920	1,898,821	2,420,197	2,391,503	2,251,147	4,945,462	1,893,785	1,950,597	2,009,115	2,270,976	\$ 32,717,523
<b>Total Capital</b>	<b>\$50,872,015</b>	<b>\$25,543,482</b>	<b>\$78,254,759</b>	<b>\$71,073,179</b>	<b>\$36,298,635</b>	<b>\$67,431,119</b>	<b>\$18,293,956</b>	<b>\$26,142,977</b>	<b>\$64,231,336</b>	<b>\$18,031,500</b>	<b>\$456,172,958</b>

## 2021 - 2030 Proposed Capital Budget by Service Bundle & Source of Funding

	Grants & Other Recoveries	Alternative Revenue Source (OLG)	Capital Tax Levy	Tax Supported Reserves	Development Charges	Restricted Reserve Funds	Total
Access to Public Transit	-	93,500	-	-	76,500	-	\$ 170,000
Communications	-	50,000	15,000	-	-	-	\$ 65,000
Community Hubs	-	22,000	1,182,000	-	18,000	-	\$ 1,222,000
Community Programming & Activities	-	-	50,000	-	-	-	\$ 50,000
Community Standards	-	161,200	-	-	-	-	\$ 161,200
Corporate Management	-	44,700	-	-	105,300	-	\$ 150,000
Financial Management	-	33,000	-	-	27,000	-	\$ 60,000
Fire Protection	-	-	272,000	1,695,000	-	-	\$ 1,967,000
Fleet Management	-	139,520	10,276	3,129,988	1,255,680	-	\$ 4,535,464
Growing Communities	350,000	5,436,968	15,000	34,000	26,311,252	-	\$ 32,147,220
Information Technology	31,500	-	468,500	402,008	90,000	-	\$ 992,008
Parks & Recreation Spaces	-	-	3,462,984	-	-	-	\$ 3,462,984
Roadway Network	6,858,846	105,295	11,857,415	-	26,324	-	\$ 18,847,880
Stormwater Management	3,196,170	196,691	8,995,189	-	196,691	-	\$ 12,584,741
<b>Total 2021 &amp; 2022</b>	<b>\$ 10,436,516</b>	<b>\$ 6,282,874</b>	<b>\$ 26,328,364</b>	<b>\$ 5,260,996</b>	<b>\$ 28,106,747</b>	<b>\$ -</b>	<b>\$ 76,415,497</b>
<b>Total 2023 - 2030</b>	<b>\$ 27,887,326</b>	<b>\$ 25,539,134</b>	<b>\$ 151,653,582</b>	<b>\$ 19,218,181</b>	<b>\$ 147,933,457</b>	<b>\$ 7,525,781</b>	<b>\$ 379,757,461</b>
<b>Total Capital</b>	<b>\$ 38,323,842</b>	<b>\$ 31,822,009</b>	<b>\$ 177,981,946</b>	<b>\$ 24,479,177</b>	<b>\$ 176,040,203</b>	<b>\$ 7,525,781</b>	<b>\$ 456,172,958</b>

# Citizen & Council Services Business Plans

- ◆ Council & Board Services
- ◆ Civil Services
- ◆ Customer Service
- ◆ Information Services



# Council and Board Services

## Service Business Plan



The Council and Board Services team is led by Lee Parkin, Manager of Legal & Clerk Services, and is supported by Clerks, Customer Service, Library and Engineering.



We ensure that all functions of Council, 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.

**Council & Committee Support** – We prepare and coordinate meeting schedules, agendas, policies, and procedures for Council and the many Committees of Council, as well as the Library Board and its Committees. We also provide training and other resources as required. During the COVID-19 pandemic, thanks to our efforts, our municipality was perhaps the first in Simcoe County to offer full virtual Council meetings, complete with agendas and the opportunity for members of the public to participate.

**Election Administration** – Our team prepares for and administers the municipal election, which occurs every four years.



**\$4 per month\***



= The price for a dozen eggs

\*See pg. 18 for details.



## How Our Budget Aligns With *Innovative Innisfil 2030*

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- 1.1 *Grow: Plan for and Manage Growth* – We facilitate Council (including Public Planning) meetings in which development matters are discussed and decided. We also oversee the dedication of heritage buildings and sites to preserve their historical significance in the community.
- 2.4 *Connect: Enhance Civic Engagement* – We provide meaningful interactions at Council, Committee and Board meetings to facilitate opportunities of civic engagement and participation for informed decisions.
- 2.5 *Connect: Facilitate Community Experiences* – We supply access to information and meeting spaces to provide residents with a venue for their voices to be heard, either through delegating at a meeting or providing information to be circulated on an agenda.

Our team also supports the pillars under the [Town's Cultural Plan](#). We provide members of the community with tools and opportunities to participate and learn about cultural activities and support Council as an open forum to create awareness. Our Board members advocate within the community on such opportunities, events and initiatives. We also provide Council and Board members with information about cultural developments and opportunities, creating awareness through public engagement and inviting those in the cultural sector to delegate at meetings.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Council, Committee and Board Advocacy	Create a culture of advocacy with our Council, Committees and Boards through discussion, so that programs, events and services can be developed or enhanced to meet community needs. Provide a venue to hear from the public on what is desirable, and how we are to develop and promote our services, programs and events through engagement with other levels of government, associations, residents and sharing on social media.	Ongoing	Operating	N/A





Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Ward Boundary Review	Commence review of current ward boundaries in Q1-2023 by assessing the needs of residents and different communities for Council representation. This will ensure that the unique requirements for the agricultural, heritage, lakefront, highway corridor or commercial communities within the municipality are addressed. Fewer Councillors may be required with adjustments that may occur with changes to the existing ward mapping. Projected changes in the population, geography, and equitable representation will be evaluated and addressed as part of the review.	Q4 2025	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Council &amp; Board Services</b>							
Council & Committee Support	813,792	800,909	(12,883)	(1.58%)	823,960	23,051	2.88%
Election Administration	38,130	35,953	(2,177)	(5.71%)	36,795	842	2.34%
<b>Total Council &amp; Board Services</b>	<b>\$851,922</b>	<b>\$836,862</b>	<b>\$(15,060)</b>	<b>(1.77%)</b>	<b>\$860,755</b>	<b>\$23,893</b>	<b>2.86%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
User Fees, Licences and Fines	(5,000)	-	1
Wages & Benefits	(18,443)	10,104	2
Contracted Services	-	10,000	3
Other	8,383	3,789	4
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$ (15,060)</b>	<b>\$ 23,893</b>	

### **Note: Explanation of Change**

(1) Increased revenue related to selling of Innisfil branded products.

(2) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The change in 2021

also captures removal of the Council Admin Assistant position which has been repurposed as an Executive Business Partner. Impacts of this repurposed position will also be seen in the Financial Management service bundle.

**(3)** Increased consulting services due to election year.

**(4)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# Civil Services

## Service Business Plan

**\$0** per month\*

This service bundle generates more revenue than it costs to provide, so there's no cost to the taxpayer

\*See pg. 18 for details.



The Civil Services team is led by Lee Parkin, Manager of Legal & Clerk Services, and is supported by Clerks, Community Development Standards Branch and Customer Service.



We provide residents with some important services, like licensing and commissioning. In addition, we have expanded our revenue-generating wedding ceremonies to provide visitors with a memorable event they are sure to cherish and remember. While during the first few months of the COVID-19 pandemic we were unable to provide marriage ceremonies, we were quick to pivot and deliver a one-of-a-kind service that was memorable, yet adhered to guidelines as set out by the Province.

**Licensing and Registration** - We administer local lottery licences, commission documents, register vital statistics information, and more.

**Marriage Ceremonies** - We provide full service civil marriage ceremonies where residents can obtain their licence with a variety of ceremony options, including on-site at Town Hall, outdoors in the gazebo, or off-site at their location of choice.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Marriage Ceremonies	63	71	38	55	50	50
Marriage Licences	130*	120	125	200**	125	125

Note: \* Many municipalities started offering licences for sale in subsequent years

\*\* Only one of a few municipalities offering licences for sale during early months of COVID-19



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – We work to continually improve the Town's service offerings by increasing the efficiency of our licence administration process, the addition of more Commissioners, and the expansion of our civil ceremony program.



## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Additional Commissioners	Expanding the availability of our commissioning service by enlisting Customer Service Ambassador team as Additional Commissioners, so that drop-in service is available to residents for the administration of oaths (available to both internal and external customers).	Q2 2021	Operating	N/A
1.3	Increase civil wedding ceremonies	Explore options for building and expanding on our existing wedding services for other locations or venues and developing a list of local providers to support our local businesses for other matrimonial service requirements such as caterers, musicians, photographers, etc., and continued support through local advertising.	Q2 2022	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Civil Services</b>							
Licensing and Registration	14,941	12,604	(2,337)	(15.6%)	12,724	120	0.95%
Marriage Ceremonies	(25,368)	(21,207)	4,161	(16.40%)	(18,673)	2,534	(11.95%)
<b>Total Civil Services</b>	<b>\$ (10,427)</b>	<b>\$(8,603)</b>	<b>\$1,824</b>	<b>(17.49%)</b>	<b>\$(5,949)</b>	<b>\$2,654</b>	<b>(30.85%)</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

<u>Explanation of Change</u>	<u>2021 Year to Year Change</u>	<u>2022 Year to Year Change</u>	<u>Note</u>
Marriage Ceremonies and Licences	2,675	2,400	1
Other	(851)	254	2
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$1,824</b>	<b>\$2,654</b>	

### **Note: Explanation of Change**

**(1)** Change reflects the net impact of anticipated fluctuations in demand for marriage ceremonies and licences.

**(2)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

# Customer Service

## Service Business Plan



The Customer Service team is led by Lisa Biegel, Supervisor of Customer Service, and is supported by Customer Service and Clerks.



**Customer Service** - Whether it's on the phone, in person or through our digital channels, the Customer Service team strives to help members of the public successfully access the Town and its services in a positive and friendly way, offering single-point-of-contact delivery of effective solutions to public inquiries and concerns. Customer Service hours of operation were reduced to regular business hours as a result of the pandemic. This will be evaluated to expand once emergency orders are lifted to include regular meetings of Council and Saturday mornings.

Channeling services and interactions centrally through Customer Service allows for better data collection, systemic issue analysis, and centralized tracking from initial inquiry/request to resolution. Our model is based on the principal of engaging the right resources at the right times to most efficiently and effectively deliver value for every tax dollar.

**\$3** per month\*



= The price for a pack of cookies

\*See pg. 18 for details.



Our service delivery model nurtures cross-functional collaboration in resolving public inquiries, and leveraging learning opportunities giving frontline staff greater knowledge and opportunity to support our ultimate goal of answering each inquiry fully at the first point of contact.

We responded to and managed more than 57,000 inbound public inquiries in 2019 across all channels. Our most active channel of engagement is by phone, however there has been an increase in our digital engagement. We continue to work cross-functionally to enhance our digital self-serve options.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of inbound inquiries	46,465	53,082	57,862	64,227	71,292	79,134
# of inquiries resolved in first contact	40,926	47,631	52,375	57,987	64,742	72,259
# of MOAR inquiries managed*	5,539	5,451	5,487	6,240**	6,550	6,875
Avg. closure time of MOAR inquiries (days)	28	25	16	20	15	10
% customer satisfaction	83%	---	75%	---	80%	85%

Note: \* The Town's Municipal Operations and Reports (MOAR) system compiles data across departments to help respond to inquiries. MOAR inquiries are opened when there is further follow up or action required.

\*\* Value based on year to date average of actuals; spike attributed to COVID-19 pandemic.



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – We continue to explore online service solutions, automations and process enhancements to balance the increased service delivery demands within our existing resources.
- 2.4 *Connect: Enhance Civic Engagement* – We capture community feedback through our various customer service channels to work collectively to solve problems and provide residents with timely information.



## Roadmap: Our *Innovative Innisfil 2030* Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Service Delivery Model Review	Review of our current service delivery model to ensure our approach is sustainable and continues to best support the changing needs of the community.	Q1 2021	Operating	N/A

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Full review and update to Public Inquiries module	Our services and how we deliver them continue to evolve to meet the changing needs of our customers and their expectations. An update would further strengthen metrics and help us align the system for user experience as much as the customer experience, providing staff a more timely and effective case management tool through automations and other enhancements.	Q2 2021	Operating	N/A
1.3	Online Inquiry System	In the spirit of transparency and providing digital self-serve solutions, this tool will provide residents with the ability to check the status of their inquiry themselves through an online portal. This will help reduce the number of routine interactions managed by frontline staff, enabling them to spend more meaningful time on more complex inquiries.	Q3 2021	Operating	N/A

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Update Customer Service Policy	Although our current Policy guides us, it is outdated and creates ambiguity around our services and service level commitments. Our upcoming Policy update will provide greater clarity on service levels and delivery and set reasonable expectations for resolution times based on subject matter, as well as solidify our commitment to our customers.	Q4 2021	Operating	N/A



## Our Operating Budget Overview

### Budget Displayed by Service

	2020		2021		2022		
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Customer Service</b>							
Customer Service	559,960	581,418	21,458	3.83%	576,640	(4,778)	(0.82%)
<b>Total Customer Service</b>	<b>\$559,960</b>	<b>\$581,418</b>	<b>\$21,458</b>	<b>3.83%</b>	<b>\$576,640</b>	<b>\$(4,778)</b>	<b>(0.82%)</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

**Summary of Year over Year Change**

<b>Explanation of Change</b>	<b>2021 Year to Year Change</b>	<b>2022 Year to Year Change</b>	<b>Note</b>
User Fees, Licences and Fines	(2,000)	(1,000)	<b>1</b>
Wages & Benefits	33,555	(6,702)	<b>2</b>
Other	(10,097)	2,924	<b>3</b>
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$21,458</b>	<b>\$(4,778)</b>	

**Note: Explanation of Change**

**(1)** Anticipated increase in commissioning revenue.

**(2)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The change in 2022 also captures the elimination of a Customer Service contract.

**(3)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

# Information Services

## Service Business Plan

\$4 per month\*



= The price for a box of cereal

\*See pg. 18 for details.



Our Team

The Information Services team is led by Erin Scuccimarrì, Innisfil ideaLAB & Library CEO & Community Director, and is supported by Library, Clerks, Legal and Community Development Standards Branch.



Our Services

We provide 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 become better engaged and informed, leading to an increase in smart citizenship.

**Connecting the Public to Information, Resources and Tools** – This service includes the following:

- Physical and digital collections of resources that support independent learning and lifelong literacy
- Curated exhibits to encourage independent learning and enhanced cultural experiences
- Individual instruction in the use of digital tools and resources
- Research support and referrals to social agencies
- Local history and heritage documents
- Access to Town/Library held information

- Compliance letters that confirm land use, zoning and building permit information about a property
- Administering the *Municipal Freedom of Information and Protection of Privacy Act*
- Building Community Networks



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Annual use of electronic resources	26,934	29,665	42,047	44,150	46,356	48,675
# of programs run to encourage digital literacy	307	259	548	575	605	635



## How Our Budget Implements *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – The Library will ensure residents have access to a diverse collection of resources that support their independent learning goals, lifelong literacy, and personal growth. We will create experiential learning opportunities that engage residents with culture and natural heritage activities to inspire curiosity.
- 2.1 *Connect: Develop Unified Town Identity* – The Town and Library teams foster collaboration between all residents and community partners by 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.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3 2.5	Digital Resource Strategy	Develop a strategy to provide digital resources through the library portal in order to better meet community digital needs and to identify opportunities to connect residents with digital resources in under-served communities within the municipality.	Q3 2021	Operating	N/A
2.1 2.5	Collections Diversity Audit	Conduct a systematic evaluation of the Library's collection to ensure an equitable lens has been applied to the current and future collections. The audit will identify gaps in perspective and overrepresentation of viewpoints. Guidelines and standards for selection and de-selection processes will be revised to ensure that content within the collection is diverse across a range of subjects and formats.	Q1 2022	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Information Services</b>							
Connecting the public to information, resources, tools	961,065	869,367	(91,698)	(9.54%)	899,061	29,694	3.42%
<b>Total Information Services</b>	<b>\$961,065</b>	<b>\$869,367</b>	<b>\$(91,698)</b>	<b>(9.54%)</b>	<b>\$899,061</b>	<b>\$29,694</b>	<b>3.42%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Wages & Benefits	(48,637)	28,188	1
Materials & Supplies	(21,462)	-	2
Other	(21,599)	1,506	3
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(91,698)</b>	<b>\$29,694</b>	

### **Note: Explanation of Change**

**(1)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

**(2)** Printing, public relations & advertising costs reallocated to Communications & Community Engagement.

**(3)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

# Building the Town of Tomorrow Business Plan

◆ Growing Communities




 **Innisfil**  
↑ Innisfil Beach Pk.  
← Sandy Cove  
← Big Bay Point



# Growing Communities

## Service Business Plan

**\$3** per month\*

 = The price for a loaf of bread

\*See pg. 18 for details.

### Our Team

The Growing Communities team is led by Tim Cane, Growth Director, and is supported by Planning, Engineering, Community Development Standards Branch and Legal.

### Our Services

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 projects that accommodate growth, promote sustainability, and lay the foundation for future infrastructure, buildings and other public structures. Included in our services is designing communities, ensuring compliant construction and managing construction.

**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. Our team guides the design and construction of road improvements and new trails, parks and facilities.

**Ensuring Compliant Construction** - We facilitate safe and cost-effective construction 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 *Building Code Act*, the Ontario Building Code, municipal by-laws, and applicable provincial laws. During the COVID-19 pandemic, we quickly moved to offering virtual site plan meetings with residents and developers to ensure the swift continuation of construction in our community.

**Construction Management** - We work collaboratively with stakeholders to design, construct and sustain community infrastructure that Innisfil residents can be proud of. From bridges and buildings to trails and playgrounds, the Town of Innisfil guides the creation of durable infrastructure and applies the care needed to keep them safely functioning for a long time. In some cases, the construction is by a developer as part of a bigger project (like a park placed within a subdivision), but in the end, the Town assumes responsibility for those assets.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
<b>Planning Applications</b>						
Official Plan Amendment	5	7	2	3	3	3
Rezoning	26	14	11	12	13	14
<b>Other Applications</b>						
Site Plan	68	104	27	20	22	24
Minor Variance	114	125	66	50	52	54



Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Lot Creation (Consent)	54	18	25	10	12	14
Heritage Permit	27	34	15	15	15	15
Subdivision Registrations (lots/units created)	540	621	251	805	550	600
# of Placemaking Installations	2	3	6	8	10	12
New Parks/Parkettes Constructed	1	0	0	0	1	3
Total gross floor area constructed (sq. ft.)	2,333,960	1,898,676	1,019,891	1,300,000	1,600,000	2,000,000
Total construction value (\$)	278,105,505	203,522,151	76,819,792	100,000,000	125,000,000	150,000,000
Total ICI* area added (sq. ft.)	141,997	92,645	34,606	45,000	54,000	66,000
# of Registered Second Dwelling Units	5	16	11	16	25	35**
# of building permits issued	1,211	987	605	824	1,041	1,860
# of inspections undertaken	10,293	11,113	7,437	7,663	9,681	17,298

Note: \* ICI = Industrial, Commercial and Institutional Uses

\*\* The Province amended the Planning Act in September 2019 to allow for third dwelling units (part of the Housing Supply Action Plan to create more affordable housing). The Town is making changes to the Zoning By-law to permit for these additional units and expect the number of registered second (and third) dwelling units to increase as a result.



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.1 *Grow: Plan for a Manage Growth* – We ensure buildings will be safe, resilient, accessible, healthy and functional. New buildings will be constructed by helping contractors through their regulatory obligations.
- 1.3 *Grow: Improve Service Offerings* – Enhancements will make better processes for us to talk and learn from the community. At the same time, we will be more efficient in creating places for people to live and work.
- 2.3 *Connect: Enable Community Health and Wellness* – We have plans in place for affordable homes and community spaces that meet resident needs.



## Roadmap: Our *Innovative Innisfil 2030* Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.1	CDSB - Backwater Prevention Valve Pilot Program	Complete pilot of Backwater Valve Grant Program and investigate future adoption of full program (by Council).	Q1 2021	Operating	N/A



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3 3.2	Complete implementation of electronic permitting service	Residents can currently apply for their building permits by emailing their application to the building department. The completion of this project would see the implementation of a web-based application portal.	Q3 2021	Operating	N/A
1.3	Process Improvements	Staff are mapping process improvements and creating updated policies that reflect best/next practices and current statutes.	Ongoing	Operating	N/A
N/A	Monitor and implement Ontario Building Code changes	Ensure staff is implementing updated/amended Ontario Building Code requirements.	Ongoing	Operating	N/A
1.1	CDSB - Implementation of Third Dwelling Unit Program (Permits & Registration)	Re-evaluate second dwelling unit review and registration process to include third dwelling units as per the recent Planning Policy updates.	Ongoing	Operating	N/A
1.1 2.3	Parks Master Plan - 2021 Update	Parks Master Plan and parks policy updates.	Q2 2022	Capital	PKS105
1.1	Transportation Master Plan - 2021 Update	Transportation Master Plan and transportation policy updates.	Q2 2022	Capital	ENG52



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.1	Orbit Secondary Plan (OPIP)	Planning policies to support the GO Station and Orbit Vision.	Q2 2023	Capital	RDS358
2.5	Innisfil Beach Park Master Plan Implementation – 2021/22 Program	Implementation of Innisfil Beach Park Master Plan.	Q4 2022	Capital	PKS374
1.2	Town-wide Zoning By-law Update	Implementation of the Town's Our Place Official Plan.	Q4 2021	Capital	PLN19
1.2	Intensification and Infill Study and Guidelines	Identify appropriate form and location for intensification and infill opportunities to achieve minimum intensification targets.	Q3 2021	Capital	PLN37
1.1 2.3	Affordable Housing Strategy and Community Improvement Plan	Develop local strategy and incentive to promote the construction of more affordable housing projects and meet a range of affordable housing needs.	Q3 2021	Capital	PLN40
1.1 1.2 2.3	Commercial Land Needs Study and Policy Update	Identify land use options to support commercial land needs to service the existing and future population of Innisfil, including retail opportunities within the Orbit and assessing the impacts of COVID-19.	Q3 2022	Capital	PLN56





Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Application Process Improvements (Site Plan, Rezoning and Official Plan Amendment)	Identify efficiencies through processing mapping and implementation of an enhanced application system based on best practices and new technologies.	Q3 2021	Operating	N/A
1.3	Application Process Improvements (Plan of Subdivision)	Identify efficiencies through processing mapping and implementation of an enhanced application system based on best practices and new technologies.	Q3 2022	Operating	N/A
2.4 3.2	Sustainable Housing Project*	Project to deliver sustainable and affordable housing in Innisfil.	Q2 2023	Capital	PLN67
1.1 2.2 3.1 3.2	Town Engineering Design Standards & Specifications Update	Town Engineering Standards to be updated biannually to reflect new technologies, best practices, environmental sustainability, and to accommodate continued growth within the community. Alternate years between updates will be used for minor housekeeping revisions.	Q2 2021	Capital	ENG34

Note: \* Piloting sustainable technologies and building practices and reviewing green building standards such as Passive House construction. Also includes public participation to guide direction of future development in Innisfil.



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.1 3.1	Killarney Beach Road – 20 <sup>th</sup> Sideroad to Ewart Street – EA & Urbanization	Road improvements to provide improved vehicular and active transportation connections for residents and local businesses and accommodate growth in the area.	Q2 2022	Capital	RDS247
1.1	Webster Blvd. North Extension - from existing north limit to 20th Sideroad - New Construction	This new section of Webster Boulevard will connect the current dead end at the north terminus of the road to the 20th Sideroad. This new road will improve connectivity within and to Alcona, providing a vital link between the Town's largest settlement area and the rest of the community, as well as providing an alternative to the 20th Sideroad	Q4 2023	Capital	RDS317
1.1	Town Square – Alcona – Phase 2	Providing a multi-use destination for all members of our Community to come together and build our local economy with a space to support our local businesses, artisans, farmers etc.	Q4 2021	Capital	PKS25
1.1	GO Station Integration and Mobility Hub/Smart	As a result of the Orbit vision and masterplan, it is expected that additional works outside of the	Q4 2023	Capital	RDS358



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
	City Implementation	station envelope will be required. Connections to the station will be critical for its function and the high population density allocated to this area through the Official Plan.			
1.1	Mobility Orbit Public Plaza and GO Station Park	Create a programmable culture space at the GO Station. Space to include the following: - Indoor and outdoor seating - Cafe - Greenspace and berms - Public art - Playground - Trails - Wi-Fi - Washrooms	Q4 2023	Capital	PKS406





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Growing Communities</b>							
Designing Communities	370,656	335,135	(35,521)	(9.58%)	333,706	(1,429)	(0.43%)
Ensuring Compliant Construction	100,434	54,680	(45,754)	(45.56%)	56,992	2,312	4.23%
Construction Management	-	154,929	154,929	-	173,208	18,279	11.80%
<b>Total Growing Communities</b>	<b>\$471,090</b>	<b>\$544,744</b>	<b>\$73,654</b>	<b>15.63%</b>	<b>\$563,906</b>	<b>\$19,162</b>	<b>3.52%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes, however, the restatement did not include the addition of the Construction Management service. This service was previously allocated to the Parks & Recreation Spaces, Community Hubs, Roadway Network, and Stormwater Management service bundles.



**Summary of Year over Year Change**

<b>Explanation of Change</b>	<b>2021 Year to Year Change</b>	<b>2022 Year to Year Change</b>	<b>Note</b>
Permits & Other Development Fees	687,428	(505,095)	<b>1</b>
User Fees, Licences and Fines	60,760	-	<b>2</b>
External Recoveries	231,536	(40,889)	<b>3</b>
Transfer from Reserve & Reserve Funds	(614,793)	448,677	<b>4</b>
Wages & Benefits	(75,525)	142,408	<b>5</b>
Materials & Supplies	(33,000)	-	<b>6</b>
Contracted Services	152,500	-	<b>7</b>
Internal Recoveries/Transfers	(358,628)	(24,946)	<b>8</b>
Other	23,376	(993)	<b>9</b>
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$ 73,654</b>	<b>\$ 19,162</b>	

**Note: Explanation of Change**

**(1)** Anticipated decrease in building permit revenue in 2021 as a result of slowdown in prior years applications. We are expecting new development applications in 2021 and a busy year for staff working on outstanding permits and process improvements. This change also reflects a decrease in Planning fee revenue for 2021 with an inflationary increase in 2022.

**(2)** Anticipated decrease in lot grading plan fees revenue in 2021.

**(3)** 2021 & 2022 reflect a decrease in Engineering, Planning and Legal external recoveries. It is anticipated that Development Engineering staff will assist with capital projects resulting in less developer recoveries, but more internal capital recoveries (see Note 8). 2022 reflects the inflationary increase to staff billing rates in the user fees and charges by-law.

**(4)** The anticipated decrease in building permit revenue in 2021 (see Note 1) requires the utilization of inspection reserves. In 2022 building permit revenue is expected to increase, resulting in surplus funds to be transferred back into



the inspection reserve. The inspection reserve is a stabilization reserve intended to be used in smoothing out the year over year fluctuations in building permit revenues.

**(5)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the ending of a Capital Project Manager contract position, the Manager of Engineering position being repurposed for the Head of Enterprise Strategy & Business Performance position, and the Chief Transformation Officer position being repurposed for the Director of Growth position. Impacts of these repurposed positions will also be seen in the Corporate Management service bundle.

**(6)** Reduction in recoverable expenses and decreased external legal costs due to market conditions.

**(7)** Increase in Engineering consulting that is fully recoverable through external fees.

**(8)** Increase in capital recoveries (see Note 3), and corporate overhead costs.

**(9)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM47 Building Permit Intake Portal	34,000	-
ENG34 Engineering Standards Update	15,914	8,195



Project No. & Project Name	2021 Proposed	2022 Proposed
ENG52 Transportation Master Plan Update	364,698	-
LIB44 Organizational Review	-	40,000
LIB45 Updated Needs Assessment Study	40,000	-
PKS25 Town Square - Alcona	4,730,000	-
PKS105 Parks Master Plan - Update	124,181	-
PKS191 Road Ends Program - Implement Parks & Recreation Master Plan Recommendations	360,295	371,103
PKS213 Trail Program - Implement Trails Master Plan	569,480	586,565
PKS398 LSAMI P1- Trail Connection to GO Station	-	535,585
PKS404 New Development Parks Program	2,129,181	1,227,273
PKS406 Mobility Orbit Square and GO Station Park	-	983,454
PLN19 Zoning By-Law Update/Community Planning Permit Study	94,000	-
PLN37 Intensification and Infill Study and Guidelines	40,000	-
PLN40 Affordable Housing Strategy and Implementation Plan	40,000	-
PLN50 Technology Implementation Policies	15,000	-
PLN56 Commercial Land Needs Study and Policy Update	-	50,000
PLN83 Cookstown Heritage Conservation District - Policy Update	-	30,000
PLN90 South Simcoe Growth Management - Municipal Comprehensive Review	40,000	30,000
PLN92 Municipal Addressing / Street Naming Policy	25,000	-
RDS247 Killarney Beach Road - 20th Sideroad to Ewart Street - EA & Urbanization	10,884,178	-
RDS317 Webster Blvd. North Extension - from north limit to 20th Sideroad - New Construction	-	3,548,020
RDS358 GO Station Integration and Mobility Hub/Smart City Implementation	5,231,098	-
<b>Total Growing Communities Projects</b>	<b>\$24,737,025</b>	<b>\$7,410,195</b>



## Capital Budget Project Detail Sheet

**Service Area:** Inspection  
**Project Number:** ADM47  
**Project Name:** Building Permit Intake Portal

### Project Description

Create an On-Line portal from which to make complete applications for building services; make a building permit application, pool enclosure permit, demolition permit, construction inspection request.

### Project Justification

Applications and inspection requests are manually reviewed and input into MOAR by staff when such applications and requests could be put into the system digitally - resulting in significant staff time saving.

### Project Implications

Developing a customer front end portal for some municipal services could lead to the development of further services being delivered on-line and a more efficient delivery of services - saving trips to town hall, saving staff time, serving customers at home, after hours.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Software	\$34,000						\$34,000
<b>Total Capital Costs</b>	<b>\$34,000</b>						<b>\$34,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Inspect.Stabilization (Building Reserve)	\$34,000						\$34,000
<b>Total Capital Funding Sources</b>	<b>\$34,000</b>						<b>\$34,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Licence fee	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
<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 will be considered as part of a resident portal and other digital services.



## Capital Budget Project Detail Sheet

**Service Area:** Development 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.

Engineering standards will be reviewed/edited by engineering staff every year, every other year a more detailed review of the standards will be completed with a consultant.

### 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 Innovative Innisfil 2030 Strategic Plan objectives:

- 1.1 Plan for and Manage Growth
- 3.2 Promote Environmental Sustainability

### 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.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering (Speciality Technical Engin20)	\$60,000	\$7,957		\$8,441		\$8,955	\$19,580	\$104,933
Internal Staff Charges	\$45,000	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$48,972	\$136,215
<b>Total Capital Costs</b>	<b>\$105,000</b>	<b>\$15,914</b>	<b>\$8,195</b>	<b>\$16,882</b>	<b>\$8,695</b>	<b>\$17,910</b>	<b>\$68,552</b>	<b>\$241,148</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$57,750	\$8,753	\$4,507	\$9,285	\$4,782	\$9,850	\$37,703	\$132,630
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.7.1 pg. 165)	\$47,250	\$7,161	\$3,688	\$7,597	\$3,913	\$8,060	\$30,849	\$108,518
<b>Total Capital Funding Sources</b>	<b>\$105,000</b>	<b>\$15,914</b>	<b>\$8,195</b>	<b>\$16,882</b>	<b>\$8,695</b>	<b>\$17,910</b>	<b>\$68,552</b>	<b>\$241,148</b>

#### **Other Information**

Q1 2021, Q1 2022 - Standard review and update

Q2 2021, Q2 2022 - Publish updated standards

Focus on LID, Climate Change & Salt Management.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG52  
**Project Name:** Transportation Master Plan Update

### Project Description

Scope: To provide a Town wide updated Transportation Master Plan (TMP) and updated Transportation Policies to allow the Town to complete community consultation and planning for transportation infrastructure improvements to accommodate growth in the community. The TMP update will be completed in accordance with the Master Plan requirements outlined in the Municipal Class Environmental Assessment processes. The TMP incorporates information from the Official Plan as well the Town's other applicable Master Plans. The projects developed by the TMP are included in the Town's ten year Capital planning and the Development Charges Background Study. A Technical Advisory Committee will be set up for this project, an invite for this committee shall be extended to neighbouring municipalities.

Deliverables: Hard and digital copies of the updated plan and policies. Detailed review of Operational costs for any new infrastructure recommended.

### Project Justification

Master Plans are living documents which require regular updates. It is a best practice to update these documents no less often than once every 5 years. The next update is timed for 2021, 4 years after the previous update, which began in 2017 and was presented to Council in 2018. The 2021 update will be completed prior to the 2022 DC Background study update. The subsequent update is planned for 2026.

This project aligns with the following Innovative Innisfil 2030 Strategic Plan Objectives:

- 1.1 Plan for and Manage Growth
- 2.2 Enhance Movement of People

The Transportation Master Plan is also recognized in the Development Charges Background Study.

### Project Implications

Failing to update the TMP would leave the Town without an updated transportation plan or vision, making long-term planning and budgeting difficult and impractical. Projects identified through the TMP Update are included in the Development Charges Background Study. In addition, the TMP processes provide an opportunity for the community to be engaged and consulted to provide input towards a holistic vision for Town-wide transportation improvements.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges (Engineering, Purchasing, Legal (25%))	\$72,940					\$84,557	\$157,497
EA/Studies	\$291,758					\$338,228	\$629,986
<b>Total Capital Costs</b>	<b>\$364,698</b>					<b>\$422,785</b>	<b>\$787,483</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$182,349					\$211,393	\$393,742
Oblig.RF-Roads DCA (50% DC Funded #71/72 pg. 175)	\$182,349					\$211,392	\$393,741
<b>Total Capital Funding Sources</b>	<b>\$364,698</b>					<b>\$422,785</b>	<b>\$787,483</b>

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB44  
**Project Name:** Organizational Review

### Project Description

A review of the Library's organizational structure to ensure alignment with current planning documents, municipal initiatives, community needs and the One Town, One Team vision. It will also ensure that all Innisfil ideaLAB & Library Staff are appropriately deployed and equipped with the relevant competencies and skill sets required to achieve the library's strategic plan goals.

### Project Justification

A review of the most recently completed planning documents, community needs assessment and the related discussions will provide new direction for the Library and Staff. Consequently, it is critical that staffing is appropriately structured and positioned to achieve community and library strategic goals.

This project aligns with:

a) Innisfil Community Strategic Goal - Grow

-add new programs, enhancing what we already have and increasing operational efficiency to deliver greater levels of service across the Town.

b) Innisfil ideaLAB & Library Strategic Plan Foster a Culture of Innovation

-Action Plan #1 - Undertake an organizational review.

-Action Plan #3 Expect to do better.

As the Town continues to experience growth, the Library, as an organization, must ensure its staffing levels, their skills and competencies will continue to meet the needs of a changing community. This project will provide the necessary direction for an organization focused on addressing current and future community trends.

### Project Implications

The overall efficiency and effectiveness of library operations will benefit from this project. Staff will continue to be productive by ensuring they possess the competencies necessary to meet organizational objectives.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Consulting/Engineering	\$40,000						\$40,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,000						\$22,000
Oblig.RF-Gen. Govt DCA (45% DC Funded, 7.2.1 pg. 163 )	\$18,000						\$18,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB45  
**Project Name:** Updated Needs Assessment Study

### Project Description

An updated assessment of the Community to determine library service needs.

### Project Justification

Innisfil ideaLAB & Library Master Plans since 2006 have been recommending that a library be built in a central location contingent on the evaluation of demographic factors and trends, etc. at that point in time. A 20,000 square foot 'footprint' for future library development was included on the campus at the time of the construction of the Innisfil Recreation Centre. An in-depth assessment would be an invaluable resource for determining if, when and how it should happen or if a different location would be more appropriate.

This project aligns with the life cycle review of the Stroud facility & arena.

This project is included in 2021 of the most recent Development Charges Study.

### Project Implications

This Project will provide direction to determine the best locations for and timing of future library facilities, determined through a thorough review of the Community's library service needs.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering	\$40,000						\$40,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,000						\$22,000
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.2.2 pg. 163)	\$18,000						\$18,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS25  
**Project Name:** Town Square - Alcona

### Project Description

The Town Square Project is to build a centralized space that will create a sense of identity, community, offer diverse opportunities, and encourage a sense of belonging for our residents. The Town Square is connected to the Lakeshore Library Branch in Alcona.

The project designed in 2020 includes the following amenities as recommended from Community Engagement:

- Refrigerated skating trail
- Paving: concrete and unit pavers
- Planting: sod, shrubs, trees, etc.
- Site Furnishings: tables, benches etc.
- Site Servicing: water, sanitary, hydro, wi-fi, etc.
- 2 Structures: pavilion with accessible washrooms, concession and Maintenance, Storage and Zamboni building
- Accessible walkways throughout space and connection to the existing sidewalk
- Water Jets and Equipment for Water Feature/ Splash Pad
- Site Drainage
- Site Preparation and Grading
- Fence along South End of property for residents backing onto the Town Square
- Stage and Event Space
- Play Areas
- Future Programmable Spaces and Planting

This project was previously combined with PKS104 and has a Council approved budget of \$6,133,316.64.

The additional budget request in 2021 is for Phase 2 of the project to construct the amenities not included in the initial budget.



**Project Justification**

This Project Supports our Community vision "Our Place" and Master Plans- By creating a space that will GROW on our already Amazing Lakeshore Library, creating a place to CONNECT, and call HOME! Most recently our Community Needs Assessment reinforced the need for outdoor programable spaces that serve the community.

While being enormously disruptive, crises are also catalysts for the development of a united common purpose, solidarity, innovation, creativity, and improvisation. Through the Community Needs Assessment, residents identified social connections as critical to supporting the mental health and community building within the municipality. Community building is also the foundation for creating a more resilient community, one that can withstand and rebound from crises.

Outdoor spaces, such as the proposed Town Square, will mitigate the effects of social isolation by enabling gatherings in a physically distanced manner. Residents are looking to the Town for leadership to provide opportunities to engage in safe, social connection. Incorporating design elements in the Town Square which permit residents to experience this sense of security and connection within their own municipality will create social, psychological and physical benefits.

Community resiliency requires purposeful design and activation of outdoor spaces. As the current worldwide resurgence of COVID-19 demonstrates, we must reimagine public spaces and devise socially distanced ways to interact over the longer term. In future, the Town Square will ensure that residents have access to four-season amenities including winter gathering options, creating event spaces that maintain air flow, while offering shelter and outdoor heating in order to encourage socialization outside as much as possible. Having programable outdoor space, directly connected to the Town's most important community hub, provides important options for future service delivery. The consolidation of community indoor and outdoor space will also support the Town's Culture Master Plan.

The Town Square Project is about providing a multi-use destination for all members of our Community to come together- regardless of age, race, beliefs, and background and Build our Local Economy with a space to support our local businesses, artisans, farmers etc.

This project aligns with the following Innovative Innisfil 2030 Strategic Plan Objectives:

- 1.1 Plan for and Manage Growth
- 2.5 Facilitate Community Experiences

**Project Implications**

If not completed there will be a missed opportunity to consolidate outdoor programable space with the Lakeshore Library, ultimately affecting community resiliency.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Phase 2)	\$5,175,000	\$4,500,000						\$9,675,000
Consulting/Engineering (Construction 2%)	\$300,000	\$90,000						\$390,000
Other (Grand Opening)		\$50,000						\$50,000
Internal Staff Charges (Engineering, Purchasing, Legal 2%)		\$90,000						\$90,000
<b>Total Capital Costs</b>	<b>\$5,475,000</b>	<b>\$4,730,000</b>						<b>\$10,205,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$47,500	\$473,000						\$520,500
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.15 pg. 131)	\$4,927,500	\$4,257,000						\$9,184,500
Other (DG Group Contributions)	\$500,000							\$500,000
<b>Total Capital Funding Sources</b>	<b>\$5,475,000</b>	<b>\$4,730,000</b>						<b>\$10,205,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Site Maintenance (Supplies, Tools & Equipment)		\$10,000	\$10,000	\$10,000	\$10,000
Utilities & Internet		\$12,932	\$12,932	\$12,932	\$12,932
Horticulture & Forestry		\$7,914	\$7,914	\$7,914	\$7,914
Garbage		\$6,000	\$6,000	\$6,000	\$6,000
Snow Removal		\$6,700	\$6,700	\$6,700	\$6,700
Splashpad		\$6,600	\$6,600	\$6,600	\$6,600
Concession Stand Costs		\$1,872	\$1,872	\$1,872	\$1,872
Concession Stand Revenues		-\$5,800	-\$5,800	-\$5,800	-\$5,800
<b>Total Operating Budget Impact</b>		<b>\$46,218</b>	<b>\$46,218</b>	<b>\$46,218</b>	<b>\$46,218</b>

#### Other Information

Reference Council Reports DSR-157-19 and DSR-076-20

Project information, Engagement Report, Council Report and Council Presentations on <https://www.getinvolvedinnisfil.ca/townsquare>

Operating costs in 2021 to retain staff and equipment to prepare for Grand Opening scheduled for December 2021

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS105  
**Project Name:** Parks Master Plan - Update

**Project Description**

The Parks, Recreation and Culture Masterplan "Active Innisfil Master Plan" was completed in 2016 and set the strategic vision for a 20 year plan. Recommendation #69 of the Masterplan recommends an update to the Plan every five years.

The Masterplan established a collective community vision for parks, facilities and recreation in the Town of Innisfil, and set a comprehensive planning framework consisting of strategic directions, implementation strategies, policy implications, and financing strategies.

The Masterplan reviews the long-term direction of Simcoe County, Barrie and Bradford West Gwillimbury Parks and Recreation strategies as they may affect the Town of Innisfil. The Masterplan is a critical community resource document that articulates what, where, when, and how future facilities and services will be constructed, implemented, financed and maintained. This MP update will incorporate 2019 Culture Master Plan recommendations, Community Health and Wellness Strategy, IBP Master Plan, and any other relevant strategy or MP documents.

**Project Justification**

This project will reaffirm the direction of the Masterplan to ensure that we are on target with the community needs and growth. It will also provide an opportunity for community engagement, collaboration and consultation to help shape the vision for each park area and identify additional park amenity needs to accommodate growth in the community.

This project is aligned with the following Innovative Innisfil 2030 Strategic Plan objectives:

1.1 Plan for and Manage Growth

DC Background Study- 2.5.7 - Implement the parks and recreation master plan.

**Project Implications**

The Active Innisfil Masterplan recommends a 5 year update. If the plan isn't updated, the information contained may not be relevant, aligned with evolving trends, future directions, strategic initiatives, or current market values.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges (Internal Staff Charges (Engineering, Purchasing, Legal (30%))	\$28,657					\$33,222	\$61,879
EA/Studies	\$95,524					\$110,739	\$206,263
<b>Total Capital Costs</b>	<b>\$124,181</b>					<b>\$143,961</b>	<b>\$268,142</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$68,300					\$79,179	\$147,479
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.5.1/2 pg. 165)	\$55,881					\$64,782	\$120,663
<b>Total Capital Funding Sources</b>	<b>\$124,181</b>					<b>\$143,961</b>	<b>\$268,142</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 an 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.

Amenities/uses for the spaces will be spread out throughout the different lake access points to accommodate the numerous users. Community Engagement for each site will be completed through the [getinvovledinnisfil.ca](http://getinvovledinnisfil.ca) to seek feedback on unique site specific amenities, similar to the engagements done previously for 9th Line and Big Bay Point Road Ends.

The Road Ends are prioritized for construction as follows to convert to neighbourhood parks:

2021- Maple/Dudley Lake Access  
 2022- Eastern Ave Road End  
 2023- Lockhart Road End  
 2024- 30th Sideroad South 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

Above years are Community Engagement/Design Years, Construction to occur year following.

This program will be reviewed and updated accordingly as part of the Parks Master Plan update being completed in 2021.

**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 aligns with the following Innovative Innisfil 2030 Strategic Plan objectives:

- 1.1 Plan for and Manage Growth
- 2.4 Enhance Civic Engagement
- 3.1 Maintain and Protect Existing Infrastructure

**Project Implications**

Missed opportunity to create/enhance waterfront community space using currently under-utilized Town owned property.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Table 34 of Master Plan)	\$772,500	\$272,950	\$281,139	\$289,573	\$298,260	\$307,208	\$1,679,938	\$3,901,568
Internal Staff Charges (Engineering, Planning, Purchasing, Legal(10%))	\$82,250	\$27,295	\$28,114	\$28,957	\$29,826	\$30,721	\$167,994	\$395,157
Design/Engineering (Design (15%))	\$103,375	\$40,943	\$42,171	\$43,436	\$44,739	\$46,081	\$251,992	\$572,737
Design/Engineering (Construction (7%))	\$54,075	\$19,107	\$19,679	\$20,270	\$20,878	\$21,505	\$117,597	\$273,111
<b>Total Capital Costs</b>	<b>\$1,012,200</b>	<b>\$360,295</b>	<b>\$371,103</b>	<b>\$382,236</b>	<b>\$393,703</b>	<b>\$405,515</b>	<b>\$2,217,521</b>	<b>\$5,142,573</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$411,585	\$198,162	\$204,107	\$210,230	\$216,537	\$223,033	\$1,219,637	\$2,683,291
Oblig.RF-Parks Outdoor DCA	\$171,450							\$171,450
Oblig.RF-Parks Outdoor DCA (45% DC Funded 4.6.22.26.33/40/43/50/55/62 pg. 131 & 132)	\$310,365	\$162,133	\$166,996	\$172,006	\$177,166	\$182,482	\$187,956	\$1,359,104
Oblig.RF-Parks Outdoor DCA (Estimated 45% Future DC Eligibility)							\$809,928	\$809,928
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>\$1,012,200</b>	<b>\$360,295</b>	<b>\$371,103</b>	<b>\$382,236</b>	<b>\$393,703</b>	<b>\$405,515</b>	<b>\$2,217,521</b>	<b>\$5,142,573</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Annual Removal and Install of Shore Acres dock, maintenance to 9th line additional sand/parking lot		\$21,218	\$21,855	\$22,510	\$35,358
<b>Total Operating Budget Impact</b>		<b>\$21,218</b>	<b>\$21,855</b>	<b>\$22,510</b>	<b>\$35,358</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.

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.

Isabella 2021 (PKS396) and 30th Sideroad North 2024 (PKS369) are included in budget requests as separate projects due to increased costs required for Dock improvements.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS213  
**Project Name:** Trail Program - Implement Trails Master Plan

**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:

**Multi Use Trails**

- Innisfil Beach Road Multi-Use Trail Phase 1 (Construction, 2021-2022)(Memo of Understanding for Collaboration Between the Town and the County of Simcoe for Trail improvements)

**Secondary Trails**

- Jack Crescent Trail to Joseph Street - (Construction 2021)
- Centennial Park Trail (Construction 2021)
- Luck Conservation Area (South Innisfil Arboretum)(Design 2021, Construction 2022)
- Nantyr and Ralston Trail Connection (Design 2021, Construction 2022)
- Anna Maria Park (Design - 2021, Construction - 2022)
- Woodlot Walkway (Maclean Street to Existing Trail in Anna Maria Park)(Design 2022, Construction, 2023)
- Future Park/Open Space Trail (Webster Blvd to Anna Maria Park)(Design 2022, Construction 2023)
- Trail from North End of Church Drive through woodlot to Green Street, will require pedestrian bridge.



## Sidewalks

- Killarney Beach Road/4th Line Sidewalk from Yonge Street to Churchill Branch of the IdeaLab & Library (Design 2020-2021, Construction - 2024)(Memo of Understanding for Collaboration Between the Town and the County of Simcoe, DSR-093-20)
- Maclean Street Sidewalk (Proposed Secondary Trail to Anna Maria Avenue)  
(Design - 2022, Construction - 2023)
- Church Street Sidewalk (Albert Street to Settlement Boundary)  
(Design - 2022, Construction - 2023)
- 
- Church Drive Sidewalk from Killarney Beach Road to the north end of Killarney Beach Road.

## Future Budget Cycles

- Coralwoods Park
- Shore Acres Drive Sidewalk (Settlement Boundary to Neilly Road)
- Innisfil Beach Road Multi-Use Trail Phase 2 (Construction, 2023)

## Sharrows

- 25th Sdrd Sharrow (Pinegrove to Lockhart) (Include in capital project)
- Big Bay Point Road Sharrow (West Street to 30th Sdrd)
- Maple Drive/Cove Avenue/Pinegrove Avenue (From Crescent Harbour Rd to 25th Sdrd)
- Rail Trail - Green Line

**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. Active transportation routes also promote health and wellness and more sustainable transportation methods among the community.

This project aligns with the following Innovative Innisfil 2030 Strategic Plan objectives:

- 1.1 Plan for and Manage Growth
- 2.2 Enhance Movement of People
- 2.3 Enable Community Health and Wellness

Included in the 2018 Development Charges Background Study.

**Project Implications**

Project priorities have been addressed through the Trails Master Plan process.

If this project was not completed, the Town would not be achieving the goals as mentioned in justification section as quickly.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$1,560,999	\$446,651	\$460,051	\$473,852	\$488,068	\$502,710	\$2,749,022	\$6,681,353
Internal Staff Charges (Engineering, Planning, Purchasing, Legal (10%))	\$78,043	\$44,665	\$46,005	\$47,385	\$48,807	\$50,271	\$274,902	\$590,078
Design/Engineering (Design (10%))	\$78,043	\$44,665	\$46,005	\$47,385	\$48,807	\$50,271	\$274,902	\$590,078
Design/Engineering (CA/CI (7.5%))	\$78,043	\$33,499	\$34,504	\$35,539	\$36,605	\$37,703	\$206,175	\$462,068
<b>Total Capital Costs</b>	<b>\$1,795,128</b>	<b>\$569,480</b>	<b>\$586,565</b>	<b>\$604,161</b>	<b>\$622,287</b>	<b>\$640,955</b>	<b>\$3,505,001</b>	<b>\$8,323,577</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS (55%)	\$848,532	\$313,214	\$322,611	\$332,289	\$342,258	\$352,525	\$1,927,750	\$4,439,179
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 4.6.12/24/31/39/42/49/54/61/64 pg. 131 & 132)	\$419,683	\$256,266	\$263,954	\$271,872	\$280,029	\$288,430	\$1,577,251	\$3,357,485
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>\$1,795,128</b>	<b>\$569,480</b>	<b>\$586,565</b>	<b>\$604,161</b>	<b>\$622,287</b>	<b>\$640,955</b>	<b>\$3,505,001</b>	<b>\$8,323,577</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Maintenance	\$18,200	\$21,900			
<b>Total Operating Budget Impact</b>	<b>\$18,200</b>	<b>\$21,900</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.

2020 Program

Q3 & Q4 2020 - Design

Q1 2021 - Finalize Design

Q2 2021 - Tender

Q3 & Q4 2021 - Construction

2021 Program

Q2 2021 - RFP & Award

Q3 & Q4 2021 - Design

Q1 2022 - Finalize Design

Q2 2022 - Tender

Q3 & Q4 2022 - Construction

2022 Program

Q2 2022 RFP & Award

Q3 & Q4 2022 - Design

Q1 2023 - Finalize Design

Q2 2023 - Tender

Q3 & Q4 2023 - Construction

### Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS398  
**Project Name:** LSAMI P1- Trail Connection to GO Station

**Project Description**  
 New 3m Multi use asphalt Trail between 5th and 6th Line with benches and lighting from LSAMI P1 development to connect to the Future GO Station. Estimated trail length is 1.7km  
  
 Asphalt required so the trail can be maintained all year round for people going to the GO Station.

**Project Justification**  
 Condition no. 21 of LSAMI P1-PH3 4,5 Subdivision Agreement is the source of this project. \$350,000 held in Letter of Credit for this condition.  
  
 This trail supports active Transportation.  
 The Trails Master Plan identifies Link from 5th Line to 6th Line.  
  
 Included in Development Charges Background Study 4.6.29.

**Project Implications**  
 If not implemented residents will have to drive to the GO station not promoting active transportation. Not implementing will go against condition 21 of the subdivision agreement.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$405,746						\$405,746
Consulting/Engineering (Construction (7%))	\$28,402						\$28,402
Internal Staff Charges (Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$40,575						\$40,575
Design/Engineering (Design (15%))	\$60,862						\$60,862
<b>Total Capital Costs</b>	<b>\$535,585</b>						<b>\$535,585</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$18,558						\$18,558
Oblig.RF-Parks Outdoor DCA (90% DC Funded 4.6.29 pg. 131)	\$167,027						\$167,027
Other (LSAMI P1 LC for MUT)	\$350,000						\$350,000
<b>Total Capital Funding Sources</b>	<b>\$535,585</b>						<b>\$535,585</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Trail Maintenance		\$6,714	\$6,714	\$6,714	\$6,714
<b>Total Operating Budget Impact</b>		<b>\$6,714</b>	<b>\$6,714</b>	<b>\$6,714</b>	<b>\$6,714</b>

**Other Information**

2022/2023- Design and Land Acquisition  
 2024- Construction

3211.06 per km with 3% inflation for maintenance estimate 1.7km long

Low level lighting required close to trails for safe train operations.

The LSRCA and the Town have walked the area and have come up with a preferred route in attachment. The locations bars have been added to GIS.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS404  
**Project Name:** New Development Parks Program

**Project Description**

Program for the Design and Construction of Development Related Parks

Planned parks are:

2021

- PKS368 - Alcona Downs 3 Phase 3 Parkette (90% 2018 Study 4.6.28 pg. 131)
- PKS81 - Sleeping Lion Parkette 1 (90% 2014 Study 5.3.25 pg. 130)
- PKS83 - Sleeping Lion - New Park (90% 2018 Study 4.6.17 pg. 131)

2022

- PKS90 - Cookshill Parkette (90% 2014 Study 5.3.8 pg. 130)
- PKS82 - Sleeping Lion Parkette 2 (90% 2014 Study 5.3.8 pg. 130)
- PKS80 - LSAMI Parkette 2 (90% 2014 Study 5.3.17 pg. 130)
- PKS13 - Webster Park (90% 2014 Study 5.3.3 pg. 130)
- PKS112 - Alcona Capital Parkette (90% 2018 Study 4.6.10 pg. 131)

2023

- PKS85 - Sleeping Lion - New Parkette (no. 3) (90% 2018 Study 4.6.37 pg. 132)
- PKS370-Alcona Downs 4 Parkette (90% 2018 Study 4.6.40.page 132) complete with PKS13
- PKS198 - Innisvillage West - New Park (90% 2018 Study 4.6.11 pg. 131)
- PKS21 - Alcona Community Park (ORSI Subdivision) (90% 2018 Study 4.6.23 pg. 131)
- NEW - Corm Park (Future DC's estimated 90% eligible)
- PKS197 - Innisvillage Parkette (90% 2018 Study 4.6.30 pg. 131)

2024

- PKS91 - LSAMI P3- New Park (90% 2018 Study 4.6.36 pg. 132)
- PKS378 - Victoria Street Cookstown- Southwest Parkette 2 (VSDI) (90% 2018 Study 4.6.45 pg. 132)
- PKS376 - Victoria Street Cookstown- Southwest Parkette 1 (VSDI) (90% 2018 Study 4.6.44 pg. 132)
- PKS203 - Big Bay Point Quarry - New Park (90% 2018 Study 4.6.47 pg. 132)

## 2025

PKS383 - Belle Ewart Lakeview Estates Parkette (Ballymore) (90% 2018 Study 4.6.57 pg. 132)  
 PKS384 - Giford Park (Innis Green) (90% 2018 Study 4.6.58 pg. 132)  
 PKS385 - Sandy Cove Park 1 (Parkbridge Golf Course Lands) (90% 2018 Study 4.6.59 pg. 132)

## 2026

PKS86 - LSAMI P4 - New Park (90% 2018 Study 4.6.38 pg. 132)  
 PKS386 - Sandy Cove Park 4 (Teromi Lands) (90% 2018 Study 4.6.60 pg. 132)  
 NEW - 1303 & 1357 Belle Aire Beach Road (Future DC's estimated 90% eligible)

## 2027

PKS379 - Gilford Parkette (Shore Acres) (90% 2018 Study 4.6.46 pg. 132)  
 PKS382 - Alfred Street Parkette (Kirsh Lands) (90% 2018 Study 4.6.56 pg. 132)  
 PKS391 - Alcona North Parkette (Future DC's estimated 90% eligible)

## 2028

PKS394 - Sandy Cove Park 2 (Parkbridge Johnson Lands) (90% 2018 Study 4.6.68 pg. 132)  
 PKS389 - Alcona South Expansion Parkette 2 (Future DC's estimated 90% eligible)  
 PKS388 - Sandy Cove Park 3 (Parkbridge Valaitis Lands) (Future DC's estimated 90% eligible)  
 PKS387 - Alcona South Expansion Parkette 1 (90% 2018 Study 4.6.66 pg. 132)

## 2029

PKS204 - Leonard's Beach Secondary Plan - Alcona North Neighbourhood Park (90% 2018 Study 4.6.63 pg. 132)  
 PKS390 - Sandy Cove Parkette (Parkbridge Valaitis Lands) (Future DC's estimated 90% eligible)  
 PKS392 - Alcona South Expansion NP 2 (Future DC's estimated 90% eligible)  
 PKS393 - Alcona South Expansion NP 1 (90% 2018 Study 4.6.67 pg. 132)  
 PKS395 - Alcona South Expansion Parkette 3 (Future DC's estimated 90% eligible)  
 NEW - Alcona South Expansion Parkette 5 (Future DC's estimated 90% eligible)

2030 (Future DC's estimated 90% eligible)

NEW - Cookstown - Northeast Park (Belpark North)  
 NEW - Cookstown - Northwest Park (Broos)  
 NEW - Alcona South Expansion Parkette 4

### Project Justification

Designated park lands approved in various Draft Plan Conditions.

Included in Development Charges Background Study 4.6.27.

These projects support the following objectives of the Innovative Innisfil 2030 Strategic Plan:

1.1 Plan for and Manage Growth

**Project Implications**

Parks need to be included in line with development build out to support the local community otherwise there would be no local amenities.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$1,857,940	\$1,025,773	\$3,969,863	\$2,663,908	\$1,456,785	\$13,366,494	\$24,340,763
Internal Staff Charges	\$59,678	\$55,048	\$210,656	\$158,777	\$57,005	\$601,740	\$1,142,904
Design/Engineering (Design)	\$152,574	\$101,724	\$200,535	\$159,884	\$129,844	\$1,166,473	\$1,911,034
Design/Engineering (Construction CA/CI)	\$58,989	\$44,728	\$224,273	\$143,427	\$51,304	\$515,706	\$1,038,427
<b>Total Capital Costs</b>	<b>\$2,129,181</b>	<b>\$1,227,273</b>	<b>\$4,605,327</b>	<b>\$3,125,996</b>	<b>\$1,694,938</b>	<b>\$15,650,413</b>	<b>\$28,433,128</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS (10%)	\$212,918	\$122,727	\$460,533	\$312,600	\$169,494	\$1,565,041	\$2,843,313
Oblig.RF-Parks Outdoor DCA (90% DC Funded)	\$1,916,263	\$1,104,546	\$4,144,794	\$2,813,396	\$1,525,444	\$14,085,372	\$25,589,815
<b>Total Capital Funding Sources</b>	<b>\$2,129,181</b>	<b>\$1,227,273</b>	<b>\$4,605,327</b>	<b>\$3,125,996</b>	<b>\$1,694,938</b>	<b>\$15,650,413</b>	<b>\$28,433,128</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Park Maintenance			\$53,691	\$73,540	\$167,476
<b>Total Operating Budget Impact</b>			<b>\$53,691</b>	<b>\$73,540</b>	<b>\$167,476</b>

**Other Information**

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 PKS404 New Development Parks Program - Corm Park, 1303 & 1357 Belle Aire Beach Road, Alcona North Parkette, Alcona South Expansion Parkettes 2, 3, 4 & 5, Sandy Cove Park 3, Sandy Cove Parkette (Parkbridge Valaitis Lands), and Cookstown - Northeast Park (Belpark North & Broos), 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:** Capital Engineering  
**Project Number:** PKS406  
**Project Name:** Mobility Orbit Square and GO Station Park

**Project Description**

The Mobility Orbit and GO Station 'Center of Mass' will offer multiple opportunities for placemaking and community facilities including but not limited to:

- Flexible programming space;
- Cultural space and opportunities for placemaking infrastructure;
- outdoor seating
- spaces to complement recreation and library spaces;
- Cafe
- Greenspace and berms
- Public art
- Playground
- Trails
- Wi-fi
- Washrooms

The Innisfil GO station is planned to open in 2023 and will form an important element of Innisfil as a complete community. While the station is to be funded by the developer under the new Provincial program, additional complimentary spaces constructed at the same time will provide placemaking and cultural activities that augment Orbit.

The detailed scope and extent of this works will be determined as the station design advances and is approved. Connections to the station will be critical for its function and the high population density allocated to this area through the Official Plan.

A Green Line Rail Trail through the Orbit Development will allow for connection between the GO Station and Orbit Development, with the plan for future expansion of this trail system to connect through the surrounding community. This trail system expansion will be integrated into the Trails Master Plan Update planned for 2023 and Staff will also be pro-actively seeking opportunities to expand this trail system through collaboration with developers planning to develop adjacent to the rail line.

**Project Justification**

Transforming public space into hubs of community connection, is a recurring concept that underpins Innisfil's planning and policy documents.

This project supports recommendations from the Innisfil's Culture Master Plan, Parks Master Plan and Trails Master Plan.

**Project Implications**  
 The risk is that without additional funds to connect the GO Station to surrounding infrastructure the station will fail to integrate fully with the community.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting		\$3,604,136	\$5,164,137	\$1,066,270			\$9,834,543
Consulting/Engineering (Design 10%)	\$391,727	\$295,864	\$295,863				\$983,454
Internal Staff Charges (Engineering, Purchasing, Legal 2.5%)	\$100,000	\$100,000	\$40,000	\$5,864			\$245,864
Design/Engineering (Construction 5%)	\$491,727						\$491,727
<b>Total Capital Costs</b>	<b>\$983,454</b>	<b>\$4,000,000</b>	<b>\$5,500,000</b>	<b>\$1,072,134</b>			<b>\$11,555,588</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$98,345	\$400,000	\$550,000	\$107,213			\$1,155,558
Oblig.RF-Parks Outdoor DCA (Future DC's estimated 90% eligible)	\$885,109	\$3,600,000	\$4,950,000	\$964,921			\$10,400,030
<b>Total Capital Funding Sources</b>	<b>\$983,454</b>	<b>\$4,000,000</b>	<b>\$5,500,000</b>	<b>\$1,072,134</b>			<b>\$11,555,588</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Maintenance			\$200,000	\$200,000	\$200,000
<b>Total Operating Budget Impact</b>			<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>

**Other Information**  
 Operational funds will need to be reviewed in detail during the design and should be added to this project budget in 2023.  
 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 PKS406 Mobility Orbit Square and GO Station Park , 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:** 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.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$46,000	\$54,000						\$100,000
Planning Services/Studies	\$60,000	\$40,000						\$100,000
<b>Total Capital Costs</b>	<b>\$106,000</b>	<b>\$94,000</b>						<b>\$200,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$58,300	\$51,700						\$110,000
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.4/5 pg. 164)	\$47,700	\$42,300						\$90,000
<b>Total Capital Funding Sources</b>	<b>\$106,000</b>	<b>\$94,000</b>						<b>\$200,000</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.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
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>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
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:** PLN40  
**Project Name:** Affordable Housing Strategy and Implementation Plan

**Project Description**

A local strategy and incentives, such as the consideration of a Community Improvement Plan (a tool under the Planning Act) or Municipal Housing Facilities By-Law (a tool under the Municipal Act), to meet the needs of all residents, including the need for affordable housing and flex housing for an aging population - both homeownership and rental housing.

**Project Justification**

The Provincial Policy Statement requires municipalities to establish and implement a minimum affordable housing target and the Growth Plan for the GGH requires the achievement of a residential intensification target. The housing strategy and implementing Community Improvement Plan will include incentives and actions for a range of housing types and densities to support achievement of the Town's poverty reduction strategy and affordable housing (inclusionary zoning) and flexible housing targets. This helps achieve the 'support community sustainability' objective 3.3.2 of I12020 Strategic Community Plan to "promote affordable housing as a meaningful component of community developments". Project will also support achievement of the affordable housing targets that have been established for Innisfil in the County of Simcoe's affordable housing strategy. Increased affordable housing options will also assist the community recover from the Covid-19 pandemic.

**Project Implications**

Not completing this project will limit ability of Town to address local affordable housing needs. Project will also allow Town to leverage government grant opportunities and community partner assets.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$30,000						\$30,000
Planning Services/Studies	\$10,000						\$10,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,000						\$22,000
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.13 pg. 164)	\$18,000						\$18,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN50  
**Project Name:** Technology Implementation Policies

**Project Description**

New technologies are continuously evolving and affect the development and interaction of communities. Integrating these opportunities and interactions into revised planning policies and 'quick win' opportunities will be critical for successful and engaged communities. This project is structured to provide \$15,000 in funding every 2 years to provide ongoing capital funding to allow Staff to pro-actively address emerging opportunities/trends. Initiatives may include a pro-active policy response to 5G technologies and trends in the sharing economy such as short term rentals.

**Project Justification**

Embracing and responding to technological impacts (positive and negative) is critical for the ongoing evolution of Innisfil and supports the objectives of Inspiring Innisfil (1.3.5). Supports Town's place making and community engagement initiatives.

**Project Implications**

Not doing this project will limit the ability of the Town to revise planning policies to respond to new technologies and emerging opportunities/trends.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$15,000		\$15,000		\$15,000	\$30,000	\$75,000
<b>Total Capital Costs</b>	<b>\$15,000</b>		<b>\$15,000</b>		<b>\$15,000</b>	<b>\$30,000</b>	<b>\$75,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$15,000		\$15,000		\$15,000	\$30,000	\$75,000
<b>Total Capital Funding Sources</b>	<b>\$15,000</b>		<b>\$15,000</b>		<b>\$15,000</b>	<b>\$30,000</b>	<b>\$75,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN56  
**Project Name:** Commercial Land Needs Study and Policy Update

**Project Description**

A Town-wide review of existing commercial policies and an analysis of retail commercial demand to update the last study completed in 2015 through the Our Place Official Plan process. Policy amendments and land use options to meet this demand will be identified in response to the results of the commercial policy review. The project will also have a focus on updating land use policies to incorporate commercial needs within the Orbit.

**Project Justification**

Study will review the appropriateness of the existing commercial policy framework in the Town and assess the local market potential for various forms of commercial/retail, particularly in light of any changes as a result of the Covid-19 pandemic. This will help assess and determine land use options to meet additional commercial land to service the existing and future population of Innisfil, including retail opportunities within the Orbit. Supports achievement of the objective (1.1.4) of the community strategic plan to "Develop community amenities including restaurants, shops and services that provide valued and viable local options for our community." The 2015 retail market study identified a shortfall of retail space in the Town.

**Project Implications**

Not completing this project may limit the Town's ability to ensure adequate commercial/retail opportunities are available within Innisfil.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$25,000	\$10,000					\$35,000
Planning Services/Studies	\$25,000	\$10,000					\$35,000
<b>Total Capital Costs</b>	<b>\$50,000</b>	<b>\$20,000</b>					<b>\$70,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$27,500	\$11,000					\$38,500
Oblig.RF-Gen. Govt DCA (45% DC Funded 7.4.24 pg. 164)	\$22,500	\$9,000					\$31,500
<b>Total Capital Funding Sources</b>	<b>\$50,000</b>	<b>\$20,000</b>					<b>\$70,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN83  
**Project Name:** Cookstown Heritage Conservation District - Policy Update

**Project Description**  
 An update of the policies and guidelines for the Cookstown Heritage Conservation District. This update will consider ways to more effectively protect and conserve the heritage assets within the heritage district.

**Project Justification**  
 This update supports the 'Sustain' objective of Inspiring Innisfil by helping protect and conserve the heritage assets of the Cookstown Heritage Conservation District.

**Project Implications**  
 Not updating the plan and design guidelines will limit the Town's ability to more effectively protect and conserve the heritage assets of the Cookstown Heritage Conservation District.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Internal Staff Charges	\$10,000	\$10,000					\$20,000
Planning Services/Studies	\$20,000	\$30,000					\$50,000
<b>Total Capital Costs</b>	<b>\$30,000</b>	<b>\$40,000</b>					<b>\$70,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
ARS	\$30,000	\$40,000					\$70,000
<b>Total Capital Funding Sources</b>	<b>\$30,000</b>	<b>\$40,000</b>					<b>\$70,000</b>



### Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN90  
**Project Name:** South Simcoe Growth Management - Municipal Comprehensive Review

**Project Description**  
 This project will result in collaboration with other higher growth South Simcoe municipalities to support the Municipal Comprehensive Review exercise being undertaken by the County of Simcoe to allocate growth to the year 2051.

**Project Justification**  
 This project supports the 'Grow' objective of Inspiring Innisfil to appropriately manage future community growth.

**Project Implications**  
 Not undertaking this project may limit the Town's ability to participate in the County's Municipal Comprehensive Review exercise.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Internal Staff Charges	\$10,000	\$10,000					\$20,000
Planning Services/Studies	\$30,000	\$20,000					\$50,000
<b>Total Capital Costs</b>	<b>\$40,000</b>	<b>\$30,000</b>					<b>\$70,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
ARS	\$22,000	\$16,500					\$38,500
Oblig.RF-Gen. Govt DCA (Future DC's estimated 45% eligible)	\$18,000	\$13,500					\$31,500
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>	<b>\$30,000</b>					<b>\$70,000</b>

**Other Information**  
 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 PLN90 South Simcoe Growth Management - Municipal Comprehensive Review, 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:** Planning  
**Project Number:** PLN92  
**Project Name:** Municipal Addressing / Street Naming Policy

**Project Description**  
 We require a new street naming policy and procedure to be developed with input from County and internal departments (IT, Finance). This project will also assign addresses to all 2000+ historical unaddressed properties as per that policy. Once we have addressed all historical properties, the addressing of newly created properties would be done in accordance with the development street naming/numbering policy developed under this capital project.

**Project Justification**  
 By addressing the issue of 2000+ historical properties existing without addressing, the project would achieve the following:  
 - Improved emergency response as all properties will be addressed;  
 - Improved customer service delivery when the team receives inquiries and/or complaints about unaddressed properties (i.e. readily able to locate on MOAR, Mapping, etc).

**Project Implications**  
 Not completing this project will prevent the Town from addressing the issues that current exist because of the 2000+ properties that do not currently have municipal addresses.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Internal Staff Charges	\$25,000						\$25,000
<b>Total Capital Costs</b>	<b>\$25,000</b>						<b>\$25,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
ARS	\$13,750						\$13,750
Oblig.RF-Gen. Govt DCA (Future DC's estimated 90% eligible)	\$11,250						\$11,250
<b>Total Capital Funding Sources</b>	<b>\$25,000</b>						<b>\$25,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS247  
**Project Name:** Killarney Beach Road - 20th Sideroad to Ewart Street - EA & Urbanization

**Project Description**  
 Location: Killarney Beach Road - 20th Sideroad to Ewart Street  
 Scope: Urbanization of this section of roadway to align with Development occurring in this area  
 Deliverables: Full design (30%, 60%, 90% and final) and construction of the reconstructed, urbanized roadway

**Project Justification**  
 Urbanization recommended in 2014 Transportation Master Plan (TMP) and included in 2014 DC Background Study Page 169, Item 16. Supported by the 2018 TMP Update

**Project Implications**  
 Should this project not be completed, the Town can expect increased maintenance costs and premature roadway failure due to the increased traffic.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Construction/Subcontracting ( Construction costs)	\$9,894,707						\$9,894,707
Construction/Subcontracting (Construction CA/Inspection (10%))	\$989,471						\$989,471
Internal Staff Charges							
Design/Engineering							
<b>Total Capital Costs</b>	<b>\$10,884,178</b>						<b>\$10,884,178</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
ARS	\$1,088,418						\$1,088,418
Oblig.RF-Roads DCA (90% DC Funded #25 pg. 174)	\$9,795,760						\$9,795,760
<b>Total Capital Funding Sources</b>	<b>\$10,884,178</b>						<b>\$10,884,178</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Urbanization	\$2,882	\$2,882	\$2,882	\$2,882	\$2,882
<b>Total Operating Budget Impact</b>	<b>\$2,882</b>	<b>\$2,882</b>	<b>\$2,882</b>	<b>\$2,882</b>	<b>\$2,882</b>

**Other Information**

Design and Staff Time for \$1,236,839 approved in 2020 through DSR-136-20

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS317  
**Project Name:** Webster Blvd. North Extension - from existing north limit to 20th Sideroad - New Construction

**Project Description**

Location: Webster Boulevard from current north terminus to the 20th Sideroad.

Scope: Design and Construction of a new roadway including land acquisition.

Deliverables: Full Design (30%, 60%, 90% and final) and construction.

**Project Justification**

Recommended in the 2018 Transportation Master Plan update, this new section of Webster Boulevard would connect the current dead end at the north terminus of the road to the 20th Sideroad. This new road would improve connectivity within and to Alcona, providing a vital link between the Town's largest settlement area and the rest of the community, as well as providing an alternative to the 20th Sideroad.

The advancement of the Environmental Assessment (EA) portion of this project was approved by Council in 2020 through DSR-034-20. This next phase of the project for the design and construction will follow the completion of the EA which is anticipated to be completed by the end of 2021.

**Project Implications**

Should this new roadway not be completed, the Town would lack an important transportation link in north Alcona. This link will also help alleviate traffic at 20th Sideroad and Innisfil Beach Road by providing an alternate north-south route through Alcona.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting (Construction )	\$2,838,415						\$2,838,415
Internal Staff Charges (Engineering, Planning, Purchasing, Legal(5%))	\$141,921						\$141,921
Design/Engineering (Construction (10%))	\$283,842						\$283,842
Design/Engineering (Design (10%))	\$283,842						\$283,842
<b>Total Capital Costs</b>	<b>\$3,548,020</b>						<b>\$3,548,020</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Oblig.RF-Roads DCA (100% DC Funded #37 pg. 174)	\$3,548,020						\$3,548,020
<b>Total Capital Funding Sources</b>	<b>\$3,548,020</b>						<b>\$3,548,020</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Approximately 500 m new asphalt roadway	\$1,063	\$1,063	\$1,063	\$1,063	\$1,063
<b>Total Operating Budget Impact</b>	<b>\$1,063</b>	<b>\$1,063</b>	<b>\$1,063</b>	<b>\$1,063</b>	<b>\$1,063</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS358  
**Project Name:** GO Station Integration and Mobility Hub/Smart City Implementation

### Project Description

The Innisfil GO station is planned to open in 2023 and will form an important element of Innisfil as a complete community and will act as the sparkplug for the new ORBIT community surrounding the station. While the Province has engaged a Developer through their Transit Oriented Development approach to station delivery to design and construct the new GO Station on the 6th Line, engineering and planning projects to integrate the station into the new ORBIT community will be required. Upgrades to the road, bridge and sidewalk approaches for pedestrian and vehicle safety, including innovative smart city technologies, in the vicinity of the GO Station will be considered and completed. A smart city is an area that can increase its competitiveness and quality of life, efficiently use resources, and support economic sustainability by using technology and creativity to raise the IQ of the built environment. This also includes the collection of data and information to provide more efficient and timely services to residents (e.g. outdoor shading that automatically provides shelter in rain/snow or extreme weather, etc.). Since the area surrounding the future Innisfil GO Station is currently undeveloped, there is a tremendous opportunity to leverage smart city technologies in a way that supports the creation of a Mobility Hub, while creating a benchmark for transit-oriented development that effectively integrates the GO Station within the community.

### Project Justification

As a result of the ORBIT vision and masterplan, it is expected that additional works outside of the station envelope will be required. The scope and extent of this works, including anticipated additional operating costs will be known once the final station and centre of mass design has been approved. Connections to the station will be critical for its function and the high population density allocated to this area through the Official Plan.

This project has been recommended in the 2018 Development Charges Background Study.

This project supports the following objectives of the Innovative Innisfil 2030 Strategic Plan:  
 1.1 Plan for and Manage Growth

### Project Implications

The risk is that without additional funds to connect the GO Station to surrounding infrastructure projects that the station will fail to integrate fully with the community.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (GO Station)	\$150,000	\$1,815,000						\$1,965,000
Construction/Subcontracting (MobilityHub)		\$3,416,098						\$3,416,098
Internal Staff Charges (GO Station)	\$35,000							\$35,000
<b>Total Capital Costs</b>	<b>\$185,000</b>	<b>\$5,231,098</b>						<b>\$5,416,098</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$92,500	\$1,889,549						\$1,982,049
Oblig.RF-Roads DCA (90% DC Funded #15 pg. 174)		\$1,633,500						\$1,633,500
Oblig.RF-Roads DCA (50% DC Funded #77/78 pg. 175)	\$92,500	\$1,708,049						\$1,800,549
<b>Total Capital Funding Sources</b>	<b>\$185,000</b>	<b>\$5,231,098</b>						<b>\$5,416,098</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Maintenance				\$200,000	\$200,000
<b>Total Operating Budget Impact</b>				<b>\$200,000</b>	<b>\$200,000</b>



# Community Prosperity Business Plan

◆ Community Prosperity



Photo credit: Todd Marco

# Community Prosperity

## Service Business Plan

**\$7** per month\*



= The price for a pack of bacon

\*See pg. 18 for details.



The Community Prosperity team is led by Dan Taylor, Economic Development Catalyst, and is supported by Economic Development, Clerks, Leisure Services and Innisfil Community Foundation.



This service bundle positions Innisfil for economic success and brings a focus to the economy—in this case, creating the best start-up support system to help attract, nurture, and grow start-up businesses in Innisfil. Ultimately the goal is that start-ups will create high value local jobs. With this kind of focus applied, we can build the economy and jobs of tomorrow. This service bundle also encompasses Innisfil's charitable sector and the impact it has on community prosperity. By funding community grants, we can support one another and live in a unified community.

**Creating Jobs and Attracting Businesses** – We create investment leads that convert into new investments and jobs in Innisfil by focusing on the technology start-up economy, helping new businesses start up and assisting those that are here to expand.

Our team helps brand and market the community as a great place to be a start-up (and deliver service

excellence to our investors) and cultivates relationships with decision makers including site selectors, developers, owners, and operators. DMZ Innisfil is now a staple in our growing start-up community by providing exclusive resources and access to a network of partners, customers and investors from Canada's top incubator-accelerator.

We also 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.

**Community Grant Funding** – We provide funds for Innisfil Community Foundation to grant to charities supporting the local community, with the vision of improved quality of life for everyone in Innisfil.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of start-ups recruited to DMZ Innisfil Accelerator*	N/A	N/A	N/A	10-15	20	20
Innisfil Accelerates brand reach**	---	---	---	1M	1.5M	2M
Reach to engagement ratio***	---	---	---	12%	12%	12%
Funds granted to community	\$96,995	\$64,706	\$0****	\$150k	\$150k	\$150k

Note: \* DMZ Innisfil Accelerator completed construction and renovations in 2020

\*\* Reach is the amount of unique people seeing pieces of Innisfil Accelerates content

\*\*\* Reach to engagement ratio is the amount of people reached divided by the engagement (e.g. clicks, email

signups, video plays, podcast downloads); it is used to measure effectiveness of content/marketing  
\*\*\*\* Granting was postponed during transition from Inspiring Innisfil Grants program to Innisfil Community Foundation



## How Our Budget Aligns With *Innovative Innisfil 2030*

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- 1.2 *Grow: Promote Economic Development* – A truly sustainable economy is one that is evolved, diversified and connected regionally and globally, one that is not reliant on one or a few markets. That is the kind of economy we are working on building. Our work is geared to create more local jobs and reduce the amount of commuting our residents were doing prior to COVID-19. As much as 82% of our labour force was leaving Innisfil for employment before the pandemic necessitated remote work across industries.
- 2.3 *Connect: Enable Community Health and Wellness* – Community grant funding administered through the Innisfil Community Foundation sparks ideas into action through financial grants. This has led to COVID-19 relief grants, supporting cancer services, hospice care, mental health support, and more in our community. Offering support beyond the cheque, Innisfil Community Foundation also provides opportunity for networking, information sharing and collaboration between organizations serving our residents.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.2	<a href="#">DMZ Innisfil Accelerator</a>	In partnership with Ryerson DMZ, promote the Accelerator space and support program aimed at growing the local economy with passionate entrepreneurs and innovative start-ups.	Ongoing 8000 Yonge Accelerator Space completed	Operating	N/A
1.2	Inbound marketing	Build out the Innisfil Accelerates brand with the launch of digital marketing campaigns, podcasts, and social media advertising to attract new businesses and promote the recognition of Innisfil being the leading incubator of start ups in Ontario.	Ongoing	Operating	N/A



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Community Prosperity</b>							
Community Grant Funding	22,192	209,255	187,063	842.93%	209,336	81	0.04%
Create Jobs and Attract Businesses	1,127,581	1,054,044	(73,537)	(6.52%)	1,406,756	352,712	33.46%
<b>Total Community Prosperity</b>	<b>\$1,149,773</b>	<b>\$1,263,299</b>	<b>\$113,526</b>	<b>9.87%</b>	<b>\$1,616,092</b>	<b>\$352,793</b>	<b>27.93%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Other Revenue	(71,000)	-	1
Wages & Benefits	41,565	10,066	2
Innisfil Community Foundation Grant	200,000	-	3
Contracted Services	-	340,000	4
Rents & Financial	(50,000)	-	5
Other	(7,039)	2,727	6
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$ 113,526</b>	<b>\$352,793</b>	

### Note: Explanation of Change

(1) Anticipated increased revenue from grants and sponsorships.

**(2)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

**(3)** Reflects grant funds provided to the Innisfil Community Foundation each year. These funds were previously included in the budgeted OLG reserve transfers. For 2021 the budget has been restated to reflect the budgeted grant expenditure separately from the OLG reserve transfers.

**(4)** 2022 reflects the increase in costs related to the DMZ contract with Ryerson, and a decrease in costs related to the Hackathon start-up. The DMZ contract in 2021 totals \$450,000 of which \$250,000 will be funded from a previously approved capital project (ADM42-Venture Capital Program). In 2022, the DMZ contract increases to \$550,000 and will be fully funded from the tax levy. Staff continue to look for opportunities to offset the costs, such as grants, partnerships, sponsorships, revenue generation, or modified fees, in order to reduce the impact to the tax levy.

**(5)** Decrease in facility rental costs for the Accelerator Centre.

**(6)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# Community Spaces Business Plans

- ◆ Parks & Recreation Spaces
- ◆ Community Hubs





# Parks & Recreation Spaces

## Service Business Plan




The Parks and Recreational Spaces team is led by the Operations Director, and is supported by Operations, Fire, Engineering and Leisure Services.



**Sports Fields & Courts** - We provide safe, clean recreational spaces for residents to enjoy through outdoor sports and 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, or can be booked for private programming. Many are also open for passive recreational uses. Despite the challenges presented by the COVID-19 pandemic, we have been able to offer these recreational spaces to our community once again, so residents can get out and enjoy the activities that make life feel normal.

**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,

**\$11** per month\*

 = The price for laundry detergent

\*See pg. 18 for details.

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 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 significant resources 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. During the COVID-19 pandemic, we provided residents with an innovative boat launch app, ensuring our community had access to Lake Simcoe.

**Parks & Green Spaces** - 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. Green spaces also include naturalized space, like the Arboretum or the green spaces and gardens around our municipal buildings. Each space has an individual plan for maintenance and care that is dependent on its composition and includes such maintenance activities like grass-cutting, playground maintenance and inspections, tree planting and trimming, horticultural and waste management. During the COVID-19 pandemic, we led a major collaborative effort with staff, ensuring our parks and green spaces were open for residents to enjoy safely.

**Arenas** - We provide safe, clean arenas and ice surfaces so residents can participate in organized indoor sports and passive leisure activities. Program activities in arenas include ice hockey, figure skating, ringette, broomball, drop-in programs, recreational leagues, 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 ceremonies. During the COVID-19 pandemic, we have so far been successful at offering access to ice for residents to enjoy once again. With capacity limits affecting spectator access, we've started to livestream games and ice time at the Innisfil Recreational Complex (Red Rink) so more people can watch from home.





## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Hectares of grass cutting maintained	69.45	69.45	69.45	69.45	69.82	73.59
Hectares of new parks/ parkettes maintained	2	0	0	0	0.37	3.77
% of Innisfil Beach Park inquiries closed within 3 business days	44%	60%	49%	81%	80%	80%
Sports fields, courts & pavilion permit holder user satisfaction*	-	-	-	-	75%	75%

Note: \* Values represent % of users who give an 8/10 satisfaction score or better



## How Our Budget Aligns With Innovative Innisfil 2030

- 2.5 *Connect: Facilitate Community Experiences* – Everyday care, development and redevelopment of parks and recreation spaces allows residents to connect to recreation, culture, the natural environment and contributes to overall health and wellness. It’s where community experiences occur! Developing and looking after the places that facilitate community experiences is at the heart of what we do.
- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Regular maintenance activities such as grass cutting, waste management, and repairs to equipment and features are important to make these



spaces look and feel their best. When a space reaches the end of its lifecycle, projects are undertaken to refresh or redevelop the space. Sometimes, at the direction of Council, entirely new spaces are built.



## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1	Trans Canada Trail Pedestrian Bridge Replacements	Pedestrian Bridge Replacements on the Trans Canada Trail south of Cookstown.	Q4 2021	Capital	PKS403
3.1	Parkland Redevelopment & Playground Replacement – 2021/22 Program	Identified parks are Warrington Way Park (2021); Huron Court Park & Webster Park (2022).	Q4 2022	Capital	PKS20
3.1	30th Sideroad Government Dock Repairs	Rehabilitation of the Dock at 30th Sideroad North and Road End Improvements.	Q4 2023*	Capital	PKS369
3.1	Cookstown Memorial Park Rehabilitation	Redevelopment of existing Memorial area at Cookstown Memorial Park as well as care for the memorial tree stand which includes approximately 60 trees.	Q3 2022	Capital	PKS358

Note: \* Design to be completed by Q4 2020 and construction completed by Q4 2023



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Parks &amp; Recreation Spaces</b>							
Sports Fields & Courts	291,045	271,985	(19,060)	(6.55%)	280,174	8,189	3.01%
Lake Access	123,548	126,291	2,743	2.22%	128,737	2,446	1.94%
Parks & Green Space	1,235,350	1,161,460	(73,890)	(5.98%)	1,190,486	29,026	2.50%
Arenas	550,727	655,992	105,265	19.11%	649,963	(6,029)	(0.92%)
<b>Total Parks &amp; Recreation Spaces</b>	<b>\$2,200,670</b>	<b>\$2,215,728</b>	<b>\$15,058</b>	<b>0.68%</b>	<b>\$2,249,360</b>	<b>\$33,632</b>	<b>1.52%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Registration & Facility Fees	32,884	(49,606)	1
User Fees, Licences and Fines	24,275	-	2
External Recoveries	6,000	-	3
Wages & Benefits	(36,902)	47,652	4
Materials & Supplies	8,000	-	5
Other	(19,199)	35,586	6
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$15,058</b>	<b>\$33,632</b>	

**Note: Explanation of Change**

**(1)** 2021 reflects a decrease in revenue for ice and field rentals. This is a result of anticipated continued impacts from COVID-19. In 2022 revenues are expected to increase.

**(2)** Advertising revenue at arenas has been adjusted to reflect historical actuals.

**(3)** Revenue from InnServices has been adjusted to reflect prior year actuals.

**(4)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The change in 2021 also captures the removal of a Project Coordinator position which has been repurposed as a Marketing & Special Events Coordinator. Impacts of this repurposed position will also be seen in the Community Programming & Activities and Communications & Community Engagement service bundles. A Field Supervisor position has also been removed and repurposed to a Health & Safety Partner. Impacts of this repurposed position will also be seen in the Community Hubs, Roadway Network, and People & Talent Management service bundles.

**(5)** Reflects an increase in cleaning supplies as a result of increased cleaning requirements at our Parks and Recreation Spaces in response to COVID-19.

**(6)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
PKS20 Annual Playground Replacement & Park Redevelopment Program	535,370	828,983
PKS300 Lefroy Arena Parking Lot Repair and Reseal	77,000	-
PKS345 Parks/Road Ends Signage Program	75,399	77,661
PKS346 Centennial Park Parking Lot Surfacing Upgrade	-	76,300
PKS357 Knock Community Centre- Redevelop Baseball Diamond & Amenities	-	170,805
PKS358 Cookstown Memorial Park Rehabilitation	78,000	-
PKS369 30th Sideroad Government Dock Repairs	-	598,666
PKS403 Trans Canada Trail Pedestrian Bridges PB06 and PB07 - Replacement	672,800	-
PKS408 Hazard tree assessment and remediation	-	250,000
PKS409 Innisfil Recreation Centre Volleyball Courts repair	22,000	-
<b>Total Parks &amp; Recreation Projects</b>	<b>\$1,460,569</b>	<b>\$2,002,415</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS20  
**Project Name:** Annual Playground Replacement & Park Redevelopment Program

**Project Description**

Annual Playground Replacement and Parkland Redevelopment Program.

Schedule:

- 2021 Warrington Way Park
- 2022 Huron Court Park & Webster Park Redevelopment (Pushed out from 2020)
- 2023 Previn Court Park
- 2024 Pitt Street Park
- 2025 Church Street Park
- 2026 Stroud Arena Park
- 2027 Orm Membery Park
- 2028 Nantyr Park
- 2029 Ashwood Ave Park
- 2030 Anna Maria Ave Park

Amenities/uses for the spaces will be spread out throughout the parks to accommodate the numerous users. Community Engagement for each site will be completed through the [getinvolvedinnisfil.ca](http://getinvolvedinnisfil.ca) to seek feedback for park specific amenities, similar to the engagements done previously for Hastings and Trinity Parks.

Above years are Community Engagement/Design Years, Construction to occur year following.

This program will be reviewed and updated accordingly as part of the Parks Master Plan update being completed in 2021.



### Project Justification

The Town of Innisfil parks are an invaluable to residents throughout the town. There are numerous Town 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 and replacement of playground equipment at the end of its life cycle is essential to provide a high level of customer satisfaction and safety to 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 are accessible to all residents.

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. The redevelopment of the parks has been programmed to align with necessary Playground replacements.

Playground equipment should be replaced on a 10 to 15 year life cycle depending on the type of structure and its current condition assessment.

This project aligns with the following Innovative Innisfil 2030 Strategic Plan Objectives:

3.1 Maintain and Protect Existing Infrastructure

### Project Implications

Existing playgrounds and park infrastructure will continue to deteriorate until the end of its useful lifespan. Could become a safety concern/liability if assets deteriorate. The playgrounds must meet Canadian Safety Association (CSA) Standards.

Meeting AODA standards is a requirement when updating the playgrounds and parks.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Parks Redevelopment)		\$212,180	\$437,090	\$225,102	\$231,855	\$238,810	\$1,305,914	\$2,650,951
Equipment/Fleet (Design/Build Playground)	\$1,381,200	\$253,239	\$260,837	\$268,662	\$276,722	\$285,023	\$1,558,624	\$4,284,307
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$94,120	\$27,515	\$43,638	\$29,190	\$30,066	\$30,968	\$169,345	\$424,842
Internal Staff Charges								
Design/Engineering (Design Park Redevelopment (15%))		\$31,827	\$65,564	\$33,765	\$34,778	\$35,822	\$195,886	\$397,642
Design/Engineering (CA/I Park Redevelopment (7%))		\$10,609	\$21,854	\$11,255	\$11,593	\$11,941	\$65,296	\$132,548
<b>Total Capital Costs</b>	<b>\$1,475,320</b>	<b>\$535,370</b>	<b>\$828,983</b>	<b>\$567,974</b>	<b>\$585,014</b>	<b>\$602,564</b>	<b>\$3,295,065</b>	<b>\$7,890,290</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$1,475,320	\$535,370	\$828,983	\$567,974	\$585,014	\$602,564	\$3,295,065	\$7,890,290
<b>Total Capital Funding Sources</b>	<b>\$1,475,320</b>	<b>\$535,370</b>	<b>\$828,983</b>	<b>\$567,974</b>	<b>\$585,014</b>	<b>\$602,564</b>	<b>\$3,295,065</b>	<b>\$7,890,290</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.

Webster Park Redevelopment funds from 2020 were returned to source and reprogrammed for 2022.

Operating budget impacts are excluded until we know what amenities and operating budget impacts are going to be for each individual park. In the Community Engagement/Design Year staff will review Operating requirements for the park and disclose to Council the known costs, allowing Council the opportunity to review and approved the additional works and operating budget impacts.

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS300  
**Project Name:** Lefroy Arena Parking Lot Repair and Reseal

**Project Description**  
 Repair and re-sealing of the asphalt parking lot as conditions have deteriorated and require treatment to extend the useful life.

**Project Justification**  
 Interim measures are required to extend the useful life of current parking lot until such time as redevelopment of Lefroy arena in 2026. These temporary measures will ensure the safe and practical use of the parking lot of Lefroy Arena by reducing risk and liabilities to the residents and users of Lefroy areana  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2021. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans: 3.5.3

**Project Implications**  
 If this project is not completed, it could cause more extensive damage during freeze/thaw cycles that will result in more costly repairs. The asset will then fall into a state of disrepair and expose the town to liability due to trip/fall hazards.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Construction/Subcontracting	\$77,000						\$77,000
<b>Total Capital Costs</b>	<b>\$77,000</b>						<b>\$77,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$77,000						\$77,000
<b>Total Capital Funding Sources</b>	<b>\$77,000</b>						<b>\$77,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS345  
**Project Name:** Parks/Road Ends Signage Program

**Project Description**

Park/ Roads Ends Signage Program should be implemented to establish new means of identification for each park and road end location which will incorporate emergency information including street address information, park name, and acceptable park usage rules in line with AODA lettering size and colour standards. This program will also standardize the amenity signage/rules within the parks ie, playgrounds, tennis courts etc.

2021 funds is for staff time only so a complete inventory of all signage within the existing parks can be completed to identify what signage is required and for internal Graphic designs.

**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.

This project supports the following strategic plan objectives:

Sustain: 3.1 Maintain and Protect Existing Infrastructure

**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.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$124,600		\$67,531	\$69,556	\$71,643	\$73,792	\$403,527	\$810,649
Consulting/Engineering	\$18,690							\$18,690
Internal Staff Charges (Engineering, Purchasing, Legal (15%))		\$75,399	\$10,130	\$10,433	\$10,746	\$11,069	\$60,529	\$178,306
<b>Total Capital Costs</b>	<b>\$143,290</b>	<b>\$75,399</b>	<b>\$77,661</b>	<b>\$79,989</b>	<b>\$82,389</b>	<b>\$84,861</b>	<b>\$464,056</b>	<b>\$1,007,645</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$143,290	\$75,399	\$77,661	\$79,989	\$82,389	\$84,861	\$464,056	\$1,007,645
<b>Total Capital Funding Sources</b>	<b>\$143,290</b>	<b>\$75,399</b>	<b>\$77,661</b>	<b>\$79,989</b>	<b>\$82,389</b>	<b>\$84,861</b>	<b>\$464,056</b>	<b>\$1,007,645</b>

**Other Information**  
 Signage program will be scheduled with Road End Program PKS191 and Annual Playground Replacement & Park Redevelopment Program PKS20 and parks/road ends get improved. 3 signs to be complete a year.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS346  
**Project Name:** Centennial Park Parking Lot Surfacing Upgrade

**Project Description**  
 Re-grading and resurfacing of parking lot at Centennial Park.

**Project Justification**  
 The 24,000 sq/ft (ft2) gravel parking lot has areas of deterioration from pedestrian and vehicle traffic use. Is expected to reach it's expected useful life in 2022 at which time resurfacing will be required to ensure safety of all visitors and users of the park property. With the current conditions shifting annually, the liability on the town increases with inconsistent driving and walking surfaces. The Parks condition assessment (PCA) identified Centennial park requiring repaving and installation of precast parking curbs.

**Project Implications**  
 Not completing this project could result in a greater state of disrepair, deteriorating surface material through use and washouts causing greater number and size of potholes. This opens the municipality up to potential litigation and claims as a result of potential health and safety concerns.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$76,300						\$76,300
<b>Total Capital Costs</b>	<b>\$76,300</b>						<b>\$76,300</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$76,300						\$76,300
<b>Total Capital Funding Sources</b>	<b>\$76,300</b>						<b>\$76,300</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS357  
**Project Name:** Knock Community Centre- Redevelop Baseball Diamond and Amenities

**Project Description**

Redevelop baseball diamond infield, fencing and seating at Knock Community Centre.

**Project Justification**

The current condition of Knock Community Centre 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. This project was recommended as part of the Parks Condition Assessment completed by F-CAP-X in 2017.

The infield requires additional limestone screenings, 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 for the users and spectators at the baseball diamond by limiting errant baseballs. A replacement of the existing backstop with greater overhang and enclosed dugouts is required.

Addition of an outdoor electrical outlet is required for local baseball clubs to utilize pitching machines.

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 lot to bleachers for those residents, spectators and users with limited mobility (AODA compliance)

Knock Community Park has a parking lot with 30 parking spots, making this location with the suggested redevelopments, a more viable baseball field to be programmed more by user groups and possible potential for increased revenues.

Aligns with the Innovative Innisfil 2030 Strategic Plan 3.1 - Maintain and Protect Existing Infrastructure

**Project Implications**

If this project is not completed the field will fall into a further state of disrepair and also expose the town to liability through possible trip and fall hazards as well as errant baseballs. In addition, poor field conditions will diminish the usage of the field and affect revenue generation through permitting.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$148,526						\$148,526
Internal Staff Charges (Internal Staff Charges (Engineering, Purchasing, Legal (15%))	\$22,279						\$22,279
<b>Total Capital Costs</b>	<b>\$170,805</b>						<b>\$170,805</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$170,805						\$170,805
<b>Total Capital Funding Sources</b>	<b>\$170,805</b>						<b>\$170,805</b>



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS358  
**Project Name:** Cookstown Memorial Park Rehabilitation

**Project Description**

Redevelop existing Memorial area and entrance way/seating area at Cookstown Memorial Park as well as care for the memorial tree stand which includes approximately 60 trees.

**Project Justification**

The current condition of site amenities and paved / unit paver pathways at Cookstown Memorial Park is in need of redevelopment and replacement to maintain current asset in a usable and safe state as well as be more representative of the significance of the existing memorial. This work was recommended as part of the Parks Condition Assessment completed by F-CAP-X in 2017.

Pathway paving and unit pavers have become worn and uneven and do not allow viable access to the memorial for those with limited mobility. Replacing existing unit pavers with concrete and combining the two separated paved areas, will reduce maintenance and care of current unit paving system and provide a more even surface and increase the total usable area.

Redesign and relocation of garden features to the side of new paving at the memorial will promote a better gathering area at this location. Replacement of the deteriorating wooden benches, refurbishment of site cannon and upgrade site lighting will further encourage a community gathering area.

In 2019 the Memorial Park was inspected by an Arborist Consultant to review the maintenance needs and future sustainability of the park space. The consultant provided an inspection report which listed the required tree-care activities, in priority, needed to ensure continued safety of the park and it's users. Additional consideration is given by the Town of Innisfil in it's analysis to the cultural significance of these trees and the space to the community and the care and consideration that should be given as we address the site.

Strategic Plan 3.5.3

**Project Implications**

If this project is not completed the entrance way/seating area will fall into a further state of disrepair and also expose the town to liability through possible trip and fall hazards. Additionally, foregone care of the tree-stand may result in damage from dead and dangerous limbs and a shortened lifespan of the trees that are still in reasonable condition.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting ( Memorial entrance way/seating area)	\$30,000						\$30,000
Construction/Subcontracting (Memorial tree stand maintenance)	\$48,000						\$48,000
<b>Total Capital Costs</b>	<b>\$78,000</b>						<b>\$78,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$78,000						\$78,000
<b>Total Capital Funding Sources</b>	<b>\$78,000</b>						<b>\$78,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS369  
**Project Name:** 30th Sideroad Government Dock Repairs

**Project Description**

Rehabilitation of the Dock at 30th Sideroad North and Road End Improvements including Structural Investigation, Design, Permit Approval, and Construction.

**Project Justification**

This dock is located at the 30th sideroad and houses a small gravel parking lot with a boardwalk and dock that is utilized for swimming and fishing by many local residents. The boardwalk connects the parking lot to the government dock/pier. The wood framed boardwalk and support cribs are in a deteriorating condition due to wood rot and damage from water, wind and freeze/thaw cycles. The top row of timbers are splitting apart. The metal ladder is damaged and corroded and requires replacement and a secure anchoring system to the boardwalk.

Temporary repairs have been made due to storm damage in 2017 which including replacing the top timbers with pressure treated deck boards to reduce costs, replacing some crib ties and bolts that were corroded and securement of the the loose dock ladder. Upgrades and repairs were also identified as part of the Parks Condition Assessment completed by F-CAP-X in 2017.

A full structural investigation will be required to detail what improvements need to be made.

In addition to the dock improvements this project includes funds to make beach enhancements and parking lot improvements.

Aligns with Innovative Innisfil 2030 Strategic Plan 3.1 Maintain and Protect Existing Infrastructure

**Project Implications**

If this project is not completed the docks will pose a public safety hazard and will fall into a further state of disrepair and expose the town to possible liability claims.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$443,456						\$443,456
Internal Staff Charges (Engineering, Purchasing, Legal 10%)	\$44,346						\$44,346
Design/Engineering (Design 15%)	\$66,518						\$66,518
Design/Engineering (Construction CA/CA 10%)	\$44,346						\$44,346
<b>Total Capital Costs</b>	<b>\$598,666</b>						<b>\$598,666</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$598,666						\$598,666
<b>Total Capital Funding Sources</b>	<b>\$598,666</b>						<b>\$598,666</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** PKS403  
**Project Name:** Trans Canada Trail Pedestrian Bridges PB06 and PB07 - Replacement

**Project Description**

Replacement of Pedestrian Bridges PB06 and PB07 on the Thornton Cookstown Trans Canada Trail. These two Bridges are located between 14th and 15th Line.  
 Funds approved in Council report DSR-006-20 for Environmental Assessment, Design, and Staff Charges.  
 Design to be completed in 2020 Construction 2021

**Project Justification**

In accordance with the Ontario Structure Inspection Manual (OSIM), inspections were performed in 2018 and emergency inspection performed in 2019 by RJ Burnside.  
 The Thornton Cookstown section of the Trans Canada Trail bridge replacements will be planned providing advance notice of construction and temporary closure with signage in and notices on Town and Trans Canada Trail websites/social media.

**Project Implications**

If these bridges are not replaced they will continue to deteriorate which is a risk to public safety and could result in a unplanned indefinite closure of the 2km section of trail.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$660,300						\$660,300
Internal Staff Charges (Engineering Purchasing Legal)	\$12,500						\$12,500
<b>Total Capital Costs</b>	<b>\$672,800</b>						<b>\$672,800</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$672,800						\$672,800
<b>Total Capital Funding Sources</b>	<b>\$672,800</b>						<b>\$672,800</b>

**Other Information**

Reference Reports DSR-006-20 and DSR-068-20  
\$150,000 Grant Funding applied to 2020 approved budget

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS408  
**Project Name:** Hazard tree assessment and remediation

**Project Description**

Internal development of a tree assessment and maintenance policy followed by completion of a hazard tree assessment and remediation. in all Innisfil parks and other spaces specified by the policy, by a qualified organization or individual with the purpose of identifying hazardous trees and then taking appropriate actions to eliminate the hazard.

**Project Justification**

Hazard trees are those trees that are considered hazardous because of defects that may result in property damage, personal injury or death if all or some of it were to fall. Tree death, and decay are part of the natural forest ecosystem but this becomes problematic in an urban setting. Many of our parks and other municipal properties have trees which have obviously died or have broken hanging branches, however, we have never undertaken a full inventory and remediation of these hazard trees. Not having a policy or standard operating procedure has been identified as a litigation and insurance risk.

It is recommended that staff develop a tree assessment and maintenance policy or standard operating procedure and retain the services of a qualified professional to conduct an assessment of trees in parks and other spaces of concern identified in the policy. Funding is to be provided for the remediation of hazard trees identified in the assessment. The cycle of assessment and remediation should be repeated at a prescribed interval in the policy.

The goal of a repeating hazard tree program is to balance the desire to keep aesthetically pleasing trees and landscapes while eliminating unacceptable risks to users. After the initial assessment, the findings and the remediation costs should decrease as we will have "caught up" with the existing inventory of dead or dying trees.

**Project Implications**

The Parks team continues to identify high-risk trees with an untrained eye. Given this, it is believed that many more hazard trees exist and without action, the Town continues to take on the risk of personal or property damage should one of these known or currently unknown trees fail.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting (Remediation of hazard trees)	\$150,000			\$61,350		\$144,600	\$355,950
Consulting/Engineering ( Arborists review of all parks)	\$100,000			\$20,450		\$48,200	\$168,650
<b>Total Capital Costs</b>	<b>\$250,000</b>			<b>\$81,800</b>		<b>\$192,800</b>	<b>\$524,600</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$250,000			\$81,800		\$192,800	\$524,600
<b>Total Capital Funding Sources</b>	<b>\$250,000</b>			<b>\$81,800</b>		<b>\$192,800</b>	<b>\$524,600</b>



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS409  
**Project Name:** Innisfil Recreation Centre Volleyball Courts repair

**Project Description**

Resurface volleyball courts, replace fencing and posts and site furnishings at the Innisfil Recreation Centre outdoor (beach) volleyball courts.

**Project Justification**

The Innisfil Recreation Centre is home to four outdoor sand surface (beach) volleyball courts. The current condition of the courts are showing significant signs of deterioration and require general improvements to maintain the current asset in a usable and safe state.

The replacement of the posts and fencing as well as improvements to the surface material will be included as part of the scope of this project. The current netting and posts will have reached its useful life expectancy and requires replacement. Volleyball nets will have also reached the end of their useful life and as part of the overall project require replacement.

The Town was previously in partnership with a third party who operated this facility and this agreement has since expired. The Town is taking over the facilitation of programming at this facility which will generate revenue for the Town through rental fees and programs.

The courts require these repairs to provide programmed user groups and passive use by residents a more enjoyable and safe experience by reducing liabilities due to uneven surface conditions. The recommended improvements will also extend the life expectancy of this recreational amenity.

**Project Implications**

If this project is not completed the courts will fall into a further state of disrepair, expose the town to liability through possible trip and fall hazards and will need to be closed. In addition, poor court conditions will decrease general usage of the court and diminish overall enjoyment of the ammenity, thus limiting the opportunity to generate revenue.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$22,000						\$22,000
<b>Total Capital Costs</b>	<b>\$22,000</b>						<b>\$22,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$22,000						\$22,000
<b>Total Capital Funding Sources</b>	<b>\$22,000</b>						<b>\$22,000</b>

# Community Hubs

## Service Business Plan



The Community Hubs team is led by the Operations Director, and is supported by Operations, Library, Leisure Services, Engineering and CAO's Office.



**Community Centres, Rizzardo Health & Wellness Centre and Libraries** - We provide safe, clean, and useable gathering areas and facilities so residents can participate in sports, arts, cultural programs, health and wellness, and recreation activities.

Our spaces accommodate a variety of uses and are important for our growing community. Public access spaces, like our Libraries, are given great care and outfitted with features and amenities to create a rich user experience. Others, such as spaces that do not have public access, receive reactive care to meet a minimum operating standard. Examples of building care activities include:

- General cleaning and sanitization of public areas, such as washrooms, which has increased since the onset of COVID-19
- Maintenance of heating and water systems
- Snow removal from parking lots, sidewalks, and doorways

**\$15** per month\*



= The price for a cut of steak

\*See pg. 18 for details.

- Upkeep of elevators
- Renovations and reconstruction
- Conversion of standard lights to LED for cost savings
- Maintenance of many other facility features

The Rizzardo Health and Wellness Centre continues to be a leading example of modern building design and construction. The care provided to this building ensures that our community will have lasting access to healthcare in a building suited and maintained for this purpose.

Many of our facilities can be rented by organizations, groups, or individuals for private programming. These rentals help to offset the cost of the facility.

In our largest community hub, the Innisfil Recreation Complex, we have an established partnership with the YMCA and other service providers to best meet the needs of users and create a great experience.

Some buildings, including the South Innisfil (Lefroy) Community Centre and the Stroud-Innisfil Recreation Centre & Library, are nearing the end of their life cycle. Work is ongoing to evaluate each building and develop care plans that make sense given their age. Part of late-life cycle building care is planning for closure and transition to new space uses. This planning is coupled with reviews of the changing local environment and the changes in community recreation needs as a result of growth and shifting demographics. Through a robust engagement process, the community and Council will guide planning for re-imagined recreation spaces in these communities.





## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
User satisfaction - Rizzardo Health and Wellness Centre*	--	--	--	--	75%	80%
User satisfaction - Community centre (permit holder)*	--	--	--	--	75%	80%
User satisfaction - Library facilities*	--	--	--	--	75%	80%

Note: \* Values represent % of users who give an 8/10 satisfaction score or better

Note: Metrics have been redeveloped for 2021 and 2022 to focus on user experience (a qualitative measure) versus the number of visits (a quantitative measure). The qualitative measure can tell staff about what users like or dislike about a space and how it can be improved in the future.



## How Our Budget Aligns With Innovative Innisfil 2030

- 2.5 *Connect: Facilitating Community Experiences* – Keeping Innisfil's facilities in a good state of repair is important as they serve as the location for many great experiences facilitated in our community by the Town or community members and partners.
- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Proper care for municipal buildings supports their long life and continued value in the community. Maintaining and protecting infrastructure is one of our strategic priorities.

In the new COVID-19 landscape, our facilities can also support several of the recommended actions resulting

from the Community Needs Assessment, specifically centred around community-building and mental health. Residents have told us that they desire indoor and outdoor spaces to address both their mental and physical health and create opportunities for community connection.



## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1	Lefroy Arena & Community Centre Refresh	Refresh and repair of building components identified in the building condition assessment (paint, eavestroughs, interior/exterior doors).	Q4 2021	Capital	FAC9
3.1	Replacement of the North and South sidewalks outside the Innisfil Recreation Complex	Replacement of the currently cracked and uneven walking surface to improve user safety and accessibility.	Q3 2021	Capital	FAC14
3.1	Replacement of Furnishings within Libraries	Replacement or refurbishment of shelving and furnishings as a result of wear, vandalism and graffiti.	Annual	Capital	LIB52
1.1 1.3	Town Campus Master Plan	Establish a vision and action plan for future use of Town Campus lands.	Q4 2021	Capital	PLN85



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Community Hubs</b>							
Community Centres, Rizzardo Health and Wellness Centre & Libraries	2,436,562	2,968,598	532,036	21.84%	2,955,378	26,780	0.90%
<b>Total Community Hubs</b>	<b>\$2,436,562</b>	<b>\$2,968,598</b>	<b>\$532,036</b>	<b>21.84%</b>	<b>\$2,955,378</b>	<b>\$26,780</b>	<b>0.90%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Registration & Facility Fees	(4,825)	(2,795)	1
User Fees, Licences and Fines	19,400	-	2
Other Revenue	31,465	-	3
Wages & Benefits	70,435	26,762	4
Materials & Supplies	101,265	-	5
Utilities	115,686	-	6
Contracted Services	177,366	8,171	7
Long term debt - Principal & Interest	(153,924)	-	8
Other	175,168	(5,358)	9
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$532,036</b>	<b>\$26,780</b>	

**Note: Explanation of Change**

- (1)** Reflects an increase in facility rental revenue which is partially offset by a decrease in rental income at Rizzardo Health & Wellness Centre (RHWC). Revenue related to the RHWC reflected in the budget has been adjusted now that services are fully operational.
- (2)** Decrease in various revenue related to facilities (e.g. advertising revenue) to align with historical actuals.
- (3)** Decrease in maintenance, insurance and taxes recovery from tenants in the RHWC. The amounts previously included in the budget were based on estimates. Budgeted amounts for 2021 & 2022 have been adjusted to reflect the recoveries outlined in the tenant agreements.
- (4)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the removal of a Field Supervisor which has been repurposed as a Health & Safety Partner. Impacts of this repurposed position will also be seen in the Parks & Recreation Spaces, Roadway Network, and People & Talent Management service bundles.
- (5)** Reflects an increase in supplies & maintenance costs at the Innisfil Recreation Centre (IRC) and increased cleaning supplies for all facilities as a result of increased cleaning requirements due to COVID-19. Also included in the 2021 change is an increase to the RHWC insurance costs. The amounts previously included in the budget were based on estimates.
- (6)** Reflects the increase in utility costs for the RHWC. The previous budget was prepared on the basis that utilities would be separately metered for each tenant. During the construction process, to find savings, one meter was installed and utility costs are now recovered from the tenants as part of the additional rent outlined in their agreements.
- (7)** Increased to reflect the change in snow clearing costs; 3% inflationary applied in 2022.
- (8)** Municipal Capital Facilities revenue was used to fund a large portion of the RHWC, resulting in reduced debt interest costs.



(9) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported. This change is offset by Roadway Network and Stormwater Management.



## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
FAC6 Innisfil Recreational Complex (IRC) Red Rink Scoreboard	15,000	-
FAC7 Innisfil Recreational Complex (IRC) Snow Melt Pit Replacement	-	40,000
FAC9 Lefroy Arena Refresh	500,000	-
FAC11 Lefroy Chiller & Brine Pump Replacement	-	100,000
FAC12 Innisfil Recreational Complex (IRC) Exterior Lighting West Side	12,000	-
FAC14 Innisfil Recreation Complex North/South Concrete Sidewalk	18,000	-
FAC15 Innisfil Recreation Complex Dasher Boards Red & Gold Rinks	-	45,000
FAC17 Stroud Arena Chiller & Brine Pump Replacement	100,000	-
LIB52 Replacement Furnishings	25,000	25,000
PKS205 Innisfil Beach Park (IBP) Garage Office Building Maintenance	-	45,000
PKS248 Innisfil Beach Park (IBP) Lakeside Pavilion Washroom Plumbing Fixtures Replacement	-	50,000
PKS316 Town Hall Paint Wall Covering Upgrades	-	195,000
PKS318 Town Hall Concrete Floor Refinishing	-	12,000
PLN85 Town Campus Master Plan	40,000	-
<b>Total Community Hubs Projects</b>	<b>\$710,000</b>	<b>\$512,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC6  
**Project Name:** Innisfil Recreational Complex (IRC) Red Rink Scoreboard

### Project Description

Installation of new scoreboard for the RED rink in the Innisfil Recreation Centre.

### Project Justification

The current scoreboard was installed at the time of construction of the Innisfil Recreation Complex. The manufacturer no longer exists and parts, repairs or replacements are not possible. In 2019 the Gold Rink scoreboard experienced a breakdown and rush replacement with a new system had to be undertaken with down time experienced by users groups impacting their experience on the ice.

It's recommended that we replace this unit before a similar event occurs so that we can make a strategic and cost-effective choice for the replacement. Additionally, there have been enhancements in the technology. Updated models from current suppliers will allow the score board information to be added to the livestream capabilities currently being developed in the arenas.

### Project Implications

If the scoreboard is not replaced and a breakdown occurs, leagues, particularly hockey, will not have access to a key component of their rental and of their sport.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$15,000						\$15,000
<b>Total Capital Costs</b>	<b>\$15,000</b>						<b>\$15,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$15,000						\$15,000
<b>Total Capital Funding Sources</b>	<b>\$15,000</b>						<b>\$15,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC7  
**Project Name:** Innisfil Recreational Complex (IRC) Snow Melt Pit Replacement

**Project Description**

Installation of a new snow melt pit system in the Innisfil Recreation Complex.

**Project Justification**

The snow melt pit allows arena operators to divert snow material from ice cleaning operations into a pit which melts the snow. All newer and quality facilities with ice making capabilities, include this type of infrastructure.

The snow melt pit is no longer functioning and requires repair.

There are benefits to running an ice melt pit, from a practical, economic and environmental perspective. From a practical perspective, it is the most efficient means to deposit material collected in the ice making and cleaning process. Energy savings are also expected as the refrigeration plant will run cooler and the refrigeration power costs will be reduced significantly during the ice melting process. Keeping the overhead doors closed in winter also assists with climate and moisture control. Environmentally, the water is returned back into the ice making system (filtered and recycled) and we avoiding placing water and snow material with debris outside of the arena.

**Project Implications**

Failure to complete these works will result in environmental impacts, increased costs from energy consumption and inefficiencies in the time to clean the ice surface.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$40,000						\$40,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$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:** Operations  
**Project Number:** FAC9  
**Project Name:** Lefroy Arena Refresh

### Project Description

Repair and refresh of Lefroy Arena facility components.

### Project Justification

Lefroy arena is an ageing building, however, due to the design, composition and care provided to this building, with proper continued attention, it's believed to have another 5-10 years of life left, if not longer. An upcoming Building Condition Assessment (BCA) will provide more information about the investment that will be required and how long it can be sustained.

Currently, there are building components and amenities, identified in the Building Condition Assessment from 2015, that are behind in their care and require refurbishment in order to keep them in good working order.

Repair or replacements of the following would be included:

- Dasher boards
- Scoreboard
- Exterior paint
- Interior paint
- Eavestroughs and downspouts
- Interior doors
- Exterior doors

The 2015 building condition assessment identified many of these items as needing repair or replacement.

Any repair in this building requires special consideration due to the known designated substances within this building.

### Project Implications

The state of repair of the Lefroy facility continues to decline with the age of the building. Choosing not to repair the building will cause further deterioration and a look and feel that is not consistent with our community's standards.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$500,000						\$500,000
<b>Total Capital Costs</b>	<b>\$500,000</b>						<b>\$500,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$500,000						\$500,000
<b>Total Capital Funding Sources</b>	<b>\$500,000</b>						<b>\$500,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC11  
**Project Name:** Lefroy Chiller & Brine Pump Replacement

**Project Description**  
 Replacement of the chiller and brine pump (ice making/refrigeration equipment)

**Project Justification**  
 The current chiller and brine pump, which are the key components in the refrigeration system that creates ice, were installed in this location 18 years ago. These components are at the end of their life cycle. They will not be certified for use upon annual inspection by TSSA (Technical Standards and Safety Authority) in 2023. At that point, we will be unable to insure the facility and more importantly, operate the Lefroy arena. Therefore it is imperative, that this replacement be undertaken in 2022.

**Project Implications**  
 Should we not replace the current chiller and brine pump by 2022, we will not be able to operate the Lefroy arena.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Materials	\$100,000						\$100,000
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC12  
**Project Name:** Innisfil Recreational Complex (IRC) Exterior Lighting West Side

**Project Description**

Installation of 8 LED exterior lights on the west side of the Innisfil Recreation Centre.

**Project Justification**

The Town's Joint Health and Safety Committee have noted that the west side of the IRC is very dark at night and there are no exterior lights in the area which pose a health and safety risk. User groups have noticed that the soccer fields are well lit however, their walk from the field to either north or south parking lots does not feel safe because there is no light between the field and the parking lot.

It is being recommended that 8 energy efficient LED lights be placed in this area to provide proper illumination to provide for greater safety of users.

**Project Implications**

Should these works not proceed, there will continue to be a concern for the health and safety of users.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$12,000						\$12,000
<b>Total Capital Costs</b>	<b>\$12,000</b>						<b>\$12,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$12,000						\$12,000
<b>Total Capital Funding Sources</b>	<b>\$12,000</b>						<b>\$12,000</b>

Net Annual Operating Budget Impact	2021	2022	2023	2024	2025
Utility costs for nighttime illumination year round	\$150	\$150	\$150	\$150	\$150
<b>Total Operating Budget Impact</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>	<b>\$150</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC14  
**Project Name:** Innisfil Recreation Complex North/South Concrete Sidewalk

**Project Description**  
 Replacement of the North & South concrete sidewalks outside the Innisfil Recreation Complex.

**Project Justification**  
 The current state of the concrete walkways on the north and south side of the Innisfil Recreation Complex are all cracked and lifting in areas. Staff have already made repairs by grinding down the exposed edges which are trip hazards. The process of grinding has been so extensive that in many places, no further grinding can be done. In winter, the uneven walking surface cannot be as well cleared of snow making for slippery areas and a greater requirement for sand and salt to compensate. It is recommended that these sidewalks be replaced to avoid future trips and falls by users.

**Project Implications**  
 If this work is not completed there will be health and safety risks (tripping hazards) and risk to the Town if not remedied.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$18,000						\$18,000
<b>Total Capital Costs</b>	<b>\$18,000</b>						<b>\$18,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$18,000						\$18,000
<b>Total Capital Funding Sources</b>	<b>\$18,000</b>						<b>\$18,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC15  
**Project Name:** Innisfil Recreation Complex Dasher Boards Red & Gold Rinks

**Project Description**  
 Replacement of the existing Dasher boards within the Red & Gold Rinks with new 1" thick, white boards complete with all applicable hardware.

**Project Justification**  
 Dasher boards are the white plastic boards that surround each rink. These boards contain the ice surface, provide safety for players, and a surface for rink advertising. The transitions between hot and cold through the years take it's toll on the boards. Cracks form in the plastic and screws pop causing a potential safety hazard. Repairs are done as needed but at this point, many boards are requiring repair and thus it's recommended that a full replacement be conducted to achieve significantly better pricing and timely installation.

According to the manufacturer, the expected life of dasherboards using the current technology is 5-10 years depending on the frequency of use, type of use etc.. Due to the moderately-high usage of these arenas for high-impact sports like hockey, the wear and tear is significant. A realistic target number for our arenas is 8 years. Given that the dashers in place have been there for 12 years, we are past the point of expected replacement.

**Project Implications**  
 Current dasher boards are in poor condition and could cause injury to users as they come in contact with damaged panels.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Materials	\$45,000						\$45,000
<b>Total Capital Costs</b>	<b>\$45,000</b>						<b>\$45,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$45,000						\$45,000
<b>Total Capital Funding Sources</b>	<b>\$45,000</b>						<b>\$45,000</b>



### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FAC17  
**Project Name:** Stroud Arena Chiller & Brine Pump Replacement

**Project Description**  
 Replacement of the chiller and brine pump (ice making/refrigeration equipment).

**Project Justification**  
 The current chiller and brine pump, which are the key components in the refrigeration system that creates ice, were installed in this location 19 years ago. These components are at the end of their life cycle. They will not be certified for use upon annual inspection by TSSA (Technical Standards and Safety Authority) in 2023. At that point, we will be unable to insure the facility and more importantly, operate the Stroud arena. Therefore it is imperative, that this replacement be undertaken in 2021.

**Project Implications**  
 Should we not replace the current chiller and brine pump by 2021, we will not be able to operate the Stroud arena.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$100,000						\$100,000
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Library Board  
**Project Number:** LIB52  
**Project Name:** Replacement Furnishings

### Project Description

Replacement or refurbishing of shelving and furnishings as required. Furnishings at all Branches will be reviewed and evaluated. They will be checked for signs of wear, vandalism, and graffiti, and to ensure that they can still be used safely - stability of shelving units, legs of chairs and tables, etc.

### Project Justification

Accessibility, Health & Safety legislation and ergonomics have an impact on furniture and shelving. As is the case in all public places with high customer traffic flows, furnishings experience high usage and require an ongoing schedule. The total visitor count to library facilities over a three year period (2017-19) averages almost 300,000 per year.

In 2021, all furnishings will be at least six years old at the Lakeshore Branch. Libraries, as community hubs, have tremendous wear and tear on furnishings due to the traffic these buildings and furniture experience. A robust replacement program is necessary in order to ensure that residents have access to clean, functioning, high quality spaces.

In addition, heightened sanitation requirements due to COVID-19 will have a negative impact on the lifespan of soft furnishings which will then require more frequent replacement. The selection of replacement furnishings will be impacted by the pandemic; consideration of material types is now of high importance (e.g. textile coverings are no longer good choices vs materials that can be easily sanitized and those that can withstand repeated cleaning with disinfectants).

### Project Implications

If furnishings are not maintained at a high level, the comfort level of customers within the facility and respect for the facility itself can decline with ensuing negative consequences. As a central public facility, key to supporting placemaking goals, it is critical for the Library to maintain high standards for all furnishings.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$275,000
<b>Total Capital Costs</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>	<b>\$275,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$275,000
<b>Total Capital Funding Sources</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$125,000</b>	<b>\$275,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS205  
**Project Name:** Innisfil Beach Park (IBP) Garage Office Building Maintenance

**Project Description**  
 Building maintenance including replacement of the asphalt roof shingles and interior painting (walls and ceiling structures) at the Innisfil Beach Park garage office building.

**Project Justification**  
 Preventative maintenance and repairs are required to extend the useful life of this facility in one of Innisfil's premiere parks, Innisfil Beach Park. To maintain a good state of repair, roofing and painting of interior walls and partitions are required.  
  
 The building condition assessment (BCA) identified IBP Garage Office as requiring maintenance between 2020-2023.

**Project Implications**  
 The project is required to maintain a good state of repair of our assets. Roofing and interior upgrades will extend the useful life of this building and help prevent extensive more costly damage of structural asset.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$45,000						\$45,000
<b>Total Capital Costs</b>	<b>\$45,000</b>						<b>\$45,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$45,000						\$45,000
<b>Total Capital Funding Sources</b>	<b>\$45,000</b>						<b>\$45,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS248  
**Project Name:** Innisfil Beach Park (IBP) Lakeside Pavilion Washroom Plumbing Fixtures Replacement

**Project Description**  
 Replace plumbing fixtures including urinals, toilets, basins and privacy partitions.

**Project Justification**  
 Innisfil Beach Park is a highly used, highly visited park location within our municipality. The Lakeside Pavilion Washrooms are located north of the government pier/dock and east of Parking Lot B. These washroom upgrades are necessary in order to extend the useful life of this facility and up keep in a state of good repair.

The building condition assessment (BCA) identified this facility as having a maintenance need in 2022. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.

Strategic Plan: 2.5.6, 3.5.1, 3.5.2, 3.5.3

**Project Implications**  
 This project is required to maintain a good state of repair of our assets. The upgrades will extend the useful life of this building and help to prevent extensive more costly damage of structural asset.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$50,000						\$50,000
<b>Total Capital Costs</b>	<b>\$50,000</b>						<b>\$50,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$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: Project**                      Operations  
**Number: Project**                            PKS316  
**Name:**                                        Town Hall Paint Wall Covering Upgrades

**Project Description**  
 Replacement of the paint finish on the office interior walls and partitions throughout the building as the paint is at the end of the expected useful service life.

**Project Justification**  
 To extend the useful life of this facility, keep it in a state of good repair and to maintain this asset, painting of interior walls and partitions is required.  
  
 While selected areas have been addressed over the years as office moves or others works have been completed, the majority of the facility is still the original paint coverings.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in 2022. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans: 3.5.3

**Project Implications**  
 If this project is not undertaken the state of good repair diminishes in our Town office as well as the overall aesthetics of this building.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$195,000						\$195,000
<b>Total Capital Costs</b>	<b>\$195,000</b>						<b>\$195,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$195,000						\$195,000
<b>Total Capital Funding Sources</b>	<b>\$195,000</b>						<b>\$195,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** PKS318  
**Project Name:** Town Hall Concrete Floor Refinishing

**Project Description**  
 Replacement of the painted concrete finish in the service rooms and west stairwell as they have reached the end of the expected useful service life.

**Project Justification**  
 The floor finish (paint) on the concrete floors in the service rooms and shipping/receiving and garbage room is worn and eroded due to high use and traffic and requires new refinishing to upgrade the condition and state of repair.  
  
 The building condition assessment (BCA) identified this facility as having a maintenance need in the year of this project. BCA reports were submitted in early 2016 and identified capital spending requirements over the 10 year capital planning period.  
  
 Strategic Plans: 3.5.3

**Project Implications**  
 If this project is not undertaken the state of good repair diminishes in our Town office as well as the overall aesthetics of this

building.

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Construction/Subcontracting	\$12,000						\$12,000
<b>Total Capital Costs</b>	<b>\$12,000</b>						<b>\$12,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Discr.RF-Capital	\$12,000						\$12,000
<b>Total Capital Funding Sources</b>	<b>\$12,000</b>						<b>\$12,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN85  
**Project Name:** Town Campus Master Plan

**Project Description**

The preparation of a Master Plan with action plan to articulate a vision for the future use of the Town Campus lands that currently include the Innisfil Recreational Complex, Town Hall, Rizzardo Health and Wellness Centre, South Simcoe Police, Kempenfelt Bay School, InnPower, and the Town's Operations office/facilities.

**Project Justification**

The Town Campus, identified as a place making destination within the Town's Our Place Official Plan, is comprised of nearly 70 hectares for which there is currently not a long term plan to guide its future use. A Master Plan is needed to help ensure the efficient and orderly use of land and maximize its potential as a place making destination for Innisfil residents to enjoy.

**Project Implications**

Not completing this project could result in the Town Campus being developed inefficiently and in a way that does not help achieve the place making objectives of the Town's Official Plan. It would also not realize on the potential synergies and efficiencies that could exist as a result of long-term partnerships that could leverage the current and future uses.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$15,000						\$15,000
Planning Services/Studies	\$25,000						\$25,000
<b>Total Capital Costs</b>	<b>\$40,000</b>						<b>\$40,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$22,000						\$22,000
Oblig.RF-Gen. Govt DCA ( Future DC's estimated 45% eligible)	\$18,000						\$18,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>						<b>\$40,000</b>

**Other Information**

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 PLN85 Town Campus Master Plan, 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.

# Accessible Town Business Plans

- ◆ Roadway Network
- ◆ Access to Public Transit



Photo credit: Todd Marco



# Roadway Network

## Service Business Plan



The Roadway Network team is led by the Operations Director and is supported by Operations and Engineering.

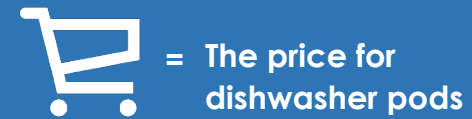


Our transportation network is made up of roads, sidewalks, and trail systems that safely connect our residents to their communities. This service fosters healthy living, improves safety, facilitates economic prosperity, and operates innovatively and efficiently across our Town as an environmentally and financially sustainable, resilient system that is ready for the future. Through our constant, vigorous improvement and maintenance activities, we are proud to say we always meet or exceed the minimum legislative requirements outlined in the Ontario Regulation for Minimum Maintenance Standards (O. Reg. 239/02). Our three main services are providing road access, sidewalk access and winter control.

**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 other modes of transportation. Examples of the activities we are responsible for include:

- Patrolling and inspection
- Surface repairs and pavement marking

**\$24** per month\*



\*See pg. 18 for details.

- Street sweeping and dust control
- Signage, traffic and pedestrian signals and street lighting
- Road and right of way work permits

**Sidewalk Access** – We provide safe and accessible sidewalks and trails to residents and visitors. Key activities include sidewalk maintenance, inspection, reconstruction, and installation of new sidewalks.

**Winter Control** – We provide safe and accessible roads and sidewalks by preventing, removing, and treating winter snow and ice on our roads and sidewalks. Key activities include snow plowing and winter control product application, anti-icing, and snow removal.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Lane kilometres of paved roads maintained	687	755	766	767	767	773
Lane kilometres of gravel roads maintained	88	68	68	67	67	67
Lane kilometres of road rehabilitated	12	5.4	12.3	33.7	34.6	28.8
Kilometres of sidewalk improved	0.73	1.76	0	1.33	0.76	0.34
% of inquiries closed within 3 business days*	62%	68%	64%	60%	70%	75%
% of vehicle damage incidents per lane kilometre of road maintained	2.2%	1.2%	1.8%	1.2%**	2.0%	2.0%

Note: \* Inquiries related to potholes, signs, winter maintenance

\*\* Decrease in vehicle damage incidents believed to be a result of COVID-19 travel restrictions



## How Our Budget Aligns With *Innovative Innisfil 2030*

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Innisfil's strategic plan speaks to maintaining and protecting existing infrastructure. From everyday care for roads and sidewalks to infrastructure improvements, much of this budget goes directly to that objective.

- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Thousands of vehicles traverse our network of roadways and constant care is needed to keep up with the wear and tear. Our operating budget is used for activities such as pavement patching, line painting, dust control, gravel resurfacing, street sweeping, and daily inspection and monitoring. These activities contribute to both the safety and longevity of our road and sidewalk assets.

With the increase in growth and traffic volumes in various areas throughout Innisfil, reconstruction and repair of our roadways is essential. Roads are evaluated and programmed for rehabilitation at certain points in their lifecycle. The cost of reconstruction for a road is double or more the cost of resurfacing the road. In other words, for the same cost, we could complete 2 km of resurfacing of road or 1 km of reconstruction. Critical decisions are made to maximize the available funding to keep our roads in good condition. These treatments prolong the life of the road and make travelling both safe and comfortable.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1	Road Rehabilitation – 2021/22 Program	Road rehabilitation works.	Q4 2022	Capital	RDS349
3.1	Sidewalk Improvements – 2021/22 Program	Sidewalk repair/replacement works.	Q4 2022	Capital	RDS225
2.2	Traffic Calming Measure Improvements Strategy Implementation - 2022 Program	Implementation of the traffic calming strategy.	Q4 2022	Capital	RDS374



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Roadway Network</b>							
Road Access	3,436,331	3,064,132	(372,199)	(10.83%)	3,101,272	37,140	1.21%
Sidewalk Access	347,763	314,200	(33,563)	(9.65%)	319,467	5,267	1.68%
Winter Control	1,539,866	1,390,842	(149,024)	(9.68%)	1,411,477	20,635	1.48%
<b>Total Roadway Network</b>	<b>\$5,323,960</b>	<b>\$4,769,174</b>	<b>\$(554,786)</b>	<b>(10.42%)</b>	<b>\$4,832,216</b>	<b>\$63,042</b>	<b>1.32%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Wages & Benefits	(116,769)	48,558	1
Materials & Supplies	(333,284)	-	2
Other	(104,733)	14,484	3
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(554,786)</b>	<b>\$63,042</b>	

### **Note: Explanation of Change**

(1) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the elimination of 3 Road student positions, and a Field Supervisor position that has been repurposed to a Health & Safety Partner. Impacts of this repurposed position will also be seen in the Parks & Recreation Spaces, Community Hubs, and People & Talent Management service bundles.

(2) 2021 reflects the removal of material costs for gravel resurfacing and 50% of purchased service costs for slurry seal from the budget. This service level reduction has been incorporated to help achieve budget targets. Details on this proposed service level reduction are outlined in a change request form included at the end of this business plan.

(3) Reflects adjustments made to allocation methods and how services are reported. This change is partially offset by Community Hubs.



## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
RDS225 Sidewalk Improvement Program	410,044	422,347
RDS296 Roads Needs Study Update	225,000	-
RDS349 Road Rehabilitation Program	8,429,120	8,669,214
RDS355 Various Bridge/Culvert Rehabilitations	197,760	203,694
RDS374 Traffic Calming Strategy Implementation Program	-	77,428
RDSOT4 Streetlight Program	105,060	108,213
<b>Total Roadway Network Projects</b>	<b>\$9,366,984</b>	<b>\$9,480,896</b>

## Service Change Request

**Proposed Service Level Change:** Reduction in Slurry Seal Budget by 50%

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

### **Current Service Level:**

Slurry is a topical road treatment applied on asphalt roads to prolong the life of the road. Usually slurry seal is applied between the 5 and 10-year mark on a road. Roads are selected based on the Roads Needs Study and by expert evaluation. Usually we identify 145,000 – 150,000 m<sup>2</sup> of roadway to complete annually, which is roughly 42 lane kilometres of road. In 2020, slurry seal was applied to 147,000m<sup>2</sup> of roadway.

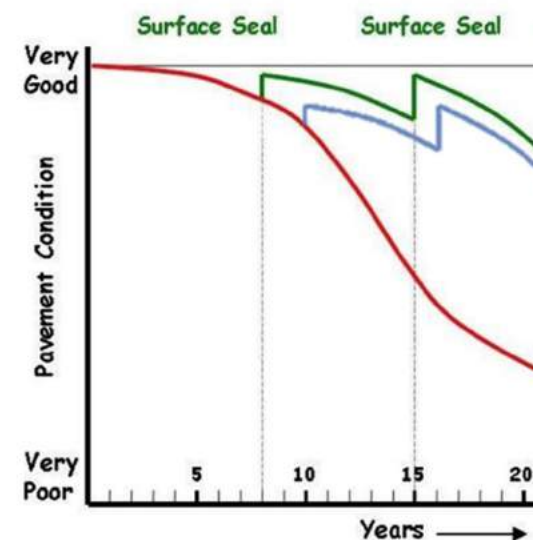
### **Business Case Rationale:**

It is recommended that in 2021 and 2022 that the budget be reduced for this program by 50%. While this will affect the long-term life of certain roads, there will not be an immediate negative impact for roadway users. Town staff will provide expert recommendation on which roads should be prioritized to receive treatment with the remaining 50% of budget.

In the long-term, proper application of slurry seal is demonstrated to extend the life of roads and push out the cost of resurfacing and reconstruction. This is shown in the graph to the right.

- The red line shows the deterioration rate of a road left untreated.
- The green line represents the optimal application of a surface (slurry) seal on a road and how that changes the trajectory of the deterioration curve.

**Pavement Deterioration vs Maintenance Curve**



- The blue line demonstrates what happens if we delay application by two years on that road. The deterioration trajectory is still altered but by a little less.

It is recommended that the program be re-established in 2023 so further deterioration from lack of treatment does not continue.



## Financial Impact on the 2021-2022 Budget

Operating Budget Impact	2021 Full-Year Impact	2022 Full-Year Impact
<u>Revenues</u>	-	-
<u>Expenditures</u>		
50% reduction to operating budget for Slurry Seal	(177,500)	(177,500)
<b>Net Operating Budget Cost (Savings) to Tax Levy</b>	<b>(\$177,500)</b>	<b>(\$177,500)</b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</b>





## Service Change Request

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**Proposed Service Level Change:** Removal of Gravel Resurfacing Budget

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

**Current Service Level:**

Gravel resurfacing is the application of gravel material to non-paved road surfaces for the purpose of maintaining the proper shape of the road. Proper shape allows for good drainage, dust control, smooth travel by minimizing potholes, and the proper shape also helps keeps cars centred in their lane. Annually, approximately 10 lane kilometres of road receives this treatment. Roads are selected based on expert evaluation each year and given treatment.

**Business Case Rationale:**

It is recommended that we pause the gravel resurfacing program in 2021 and 2022. During this time, staff experts will monitor for any roads in severe disrepair and will provide spot treatment through grading and targeted gravel application. While this will not be a long-term fix for roads in need, it will provide a satisfactory driving experience. It is recommended that the budget be re-established in 2023 as spot treatment will not suffice for longer than the 2-year period.





## Financial Impact on the 2021-2022 Budget

<b>Operating Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
<u>Revenues</u>	-	-
<u>Expenditures</u>		
Gravel Resurfacing operating budget	(159,000)	(159,000)
<b><u>Net Operating Budget Cost(Savings) to Tax Levy</u></b>	<b><u>(\$159,000)</u></b>	<b><u>(\$159,000)</u></b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b><u>Capital Revenue, less Expenditures</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS225  
**Project Name:** Sidewalk Improvement Program

### Project Description

Remove and replace substandard sections of sidewalk as identified through 2017 Sidewalk Needs Report.

Some identified priorities of this plan are:

- 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)
- Highway 27 East. (Hamilton Street - Highway 89)
- Highway 27, East. (Queen Street - Victoria Street, West)

Sidewalk replacement will be aligned with the road rehabilitation/reconstruction program when possible to complete the work at the same time and be more cost effective.

### 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.

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 Innovative Innisfil 2030 Strategic Plan:

3.1 Maintain and Protect Existing Infrastructure

### 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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$1,023,000	\$297,134	\$306,048	\$315,230	\$324,687	\$334,427	\$1,828,786	\$4,429,312
Contingency (10%)	\$44,300	\$29,713	\$30,605	\$31,523	\$32,469	\$33,443	\$182,878	\$384,931
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$64,300	\$29,713	\$30,605	\$31,523	\$32,469	\$33,443	\$182,878	\$404,931
Design/Engineering (Design (10%))	\$111,300	\$29,713	\$30,605	\$31,523	\$32,469	\$33,443	\$182,878	\$451,931
Design/Engineering (CA/CI (7.5%))	\$53,200	\$23,771	\$24,484	\$25,218	\$25,974	\$26,754	\$146,303	\$325,704
<b>Total Capital Costs</b>	<b>\$1,296,100</b>	<b>\$410,044</b>	<b>\$422,347</b>	<b>\$435,017</b>	<b>\$448,068</b>	<b>\$461,510</b>	<b>\$2,523,723</b>	<b>\$5,996,809</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital (Could be eligible for gas tax)	\$1,296,100	\$410,044	\$422,347	\$435,017	\$448,068	\$461,510	\$2,523,723	\$5,996,809
<b>Total Capital Funding Sources</b>	<b>\$1,296,100</b>	<b>\$410,044</b>	<b>\$422,347</b>	<b>\$435,017</b>	<b>\$448,068</b>	<b>\$461,510</b>	<b>\$2,523,723</b>	<b>\$5,996,809</b>

<b>Other Information</b>
2020 Q3 & Q4 - Design
2021 Q2 & Q3 - Construction Q3 & Q4 - Design
2022 Q2 & Q3 - Construction Q3 & Q4 - Design
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:** RDS296  
**Project Name:** Roads Needs Study Update

**Project Description**

Update the Town's Roads Needs Study, starting in 2021 for release in 2022 and starting in 2025 for release in 2026

The purpose of this project is to update the Roads Needs Study, most recently undertaken in 2017/2018. The Study reviews road conditions, and, like previous studies, will also include sidewalks, guiderail, curb, shoulders, ditches, signage, and traffic counts. New for the 2021/2022 studies will be the addition of cross-culvert inventory and condition ratings, and identification of gaps in the Town's sidewalk system.

The Study will provide a 4-year capital road rehabilitation program, a prioritized list of sidewalk repair projects, and infrastructure data to populate the Town's Asset Management database.

**Project Justification**

As with any asset management document, the roads needs study needs to be periodically updated - asset conditions change continuously. Best practices in pavement management indicate updating yearly or biennially, however, the costs to update so often would be prohibitive. Historically, the Town has updated the study once every five years; updating every 4 years allows for synchronization with the Council cycle.

This project relates to the following Innovative Innisfil 2030 strategic goals:  
 3.1 Maintain and Protect Existing Infrastructure.

**Project Implications**

Should the study not be completed, The Town will lack accurate information about roadway conditions. This will make repair, resurfacing, and reconstruction projects challenging to prioritize. In the absence of accurate condition data, rehabilitation programs risk becoming politically-motivated and complaint-driven, rather than based on objective information.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$22,500			\$22,500			\$45,000
EA/Studies	\$202,500			\$202,500			\$405,000
<b>Total Capital Costs</b>	<b>\$225,000</b>			<b>\$225,000</b>			<b>\$450,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$225,000			\$225,000			\$450,000
<b>Total Capital Funding Sources</b>	<b>\$225,000</b>			<b>\$225,000</b>			<b>\$450,000</b>

**Other Information**

Q1 2021 - RFP & Award

Q2 2021 - Data Collection

Q3 2021 - Evaluation

Q4 2021 / Q1 2022 - Complete Report

## 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. Localized base repairs will be completed on an as needed basis. Review against ongoing servicing and development work to avoid conflicts.

Deliverables: Complete design and construction of the roads selected for improvement.

Some identified priorities of this plan for 2021/2022/2023 are:

#### 2021 Construction:

- Selby Street, Dufferin St. to King Street South
- Empress Lane - Selby Street to Victoria Street
- Evelyn Street - Victoria Street to 0.2 km South
- 5th Line - 20th Sideroad to Lot 7/8 (West of 10th Sideroad)
- 10th Line - Yonge Street to 10th Sideroad
- Gilford Road - Beach Road N to 20th Sideroad
- 9th Line - Yonge Street to 20th Sideroad

#### 2022/2023 Construction:

- Pine Avenue - Killarney Beach Road to 3rd Line
- Church Drive - Killarney Beach Road to north limit
- Garibaldi Street, George Street to County Road 27
- Elizabeth Street, East John to Somers Street
- Somers Street, King Street to Elizabeth Street
- George Street, Queen Street to Garibaldi Street
- Centre Street, Garibaldi Street to John Street
- John Drive, Centre Street to County Road 27
- Lindy Lane - Neilly Road to Beach Road
- 25th Sideroad - Innsfil Beach Road to Lakelands
- William Street - 0.5 km east of Sandy Trail to 25th Sideroad
- Wood Street - Dempsey Street to Pleasantview Place
- Kimberly Street - Linda Street to 13th Line
- Linda Street - 50 km west of Kimberly Street to Taylor Street
- Taylor Street - 13th Line to Maple Grove
- Maple Grove Road - 13th Line to end

- Edna St - Linda St. to Maple Grove
- Goodfellow Avenue - 9th Line to End
- Lilac Drive - Central Ave to Adams Road
- Kale Drive - 20th Sideroad to Wilkinson St.
- Liah Lane - Kale Drive to 20th Sideroad
- Poplar Drive - Neily Road to Beach Road
- Rose Lane - Holiday Way to Leonard Street
- Rose Lane - Holiday Way to 25th Sideoroad
- Burton Drive - Holiday Way to Leonard Street
- Kathryn Road - Rose Lane to Burton Drive
- Cedar Path - Holiday Way to Kathryn Road
- Houston Ave - 6th Line to Chandos Ave
- Chandos Ave - Houston Ave to Roslyn Ave
- Cross Street - 7th Line toe to Kennedy Road
- Killarney Beach Road - Ewart Street to Lake Simcoe (incl. addition of paved shoulder)
- Oriole Crescent (align with sidewalk works)
- 20th Sideroad - Innisifl Beach Road to Big Bay Point Road
- 7th Line, 20th Sideroad to Yonge Street
- Hughes Drive, full length
- Aspen Street, full (open) length
- Pinegrove Avenue - 25th Sideroad to Road End
- Cove Avenue - Pinegrove Avenue to Mapleview Drive
- Beach Avenue - Mapleview Drive to Pinegrove Avenue
- Dempsey Street, 2nd Line to Bayshore 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 operational and maintenance costs in the meantime and increased capital costs to complete the work at a later date.



<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$10,364,700	\$7,526,000	\$7,739,000	\$8,023,000	\$8,236,000	\$8,449,000	\$46,617,435	\$96,955,135
Consulting/Engineering (CA/CI - 5%)	\$725,410	\$376,300	\$387,589	\$399,217	\$411,193	\$423,529	\$2,316,031	\$5,039,269
Internal Staff Charges (Staff time - engineering, legal, purchasing - 2%)	\$621,882	\$150,520	\$155,036	\$159,687	\$164,477	\$169,412	\$926,412	\$2,347,426
Design/Engineering (5% )	\$1,038,730	\$376,300	\$387,589	\$399,217	\$411,193	\$423,529	\$2,316,031	\$5,352,589
<b>Total Capital Costs</b>	<b>\$12,750,722</b>	<b>\$8,429,120</b>	<b>\$8,669,214</b>	<b>\$8,981,121</b>	<b>\$9,222,863</b>	<b>\$9,465,470</b>	<b>\$52,175,909</b>	<b>\$109,694,419</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS (80% Killarney paved shoulder)		\$105,295						\$105,295
Oblig.RF-Gas Tax Revenue	\$2,723,000	\$1,735,000	\$1,167,000	\$1,197,000	\$1,215,000	\$1,210,000	\$6,051,000	\$15,298,000
Oblig.RF-Roads DCA (20% Killarney paved shoulder DC Funded #26 pg. 174)		\$26,324						\$26,324
Discr.RF-Capital	\$7,687,349	\$4,584,078	\$5,523,791	\$5,805,698	\$6,029,440	\$6,277,047	\$36,231,794	\$72,139,197
Grants - Provincial (OCIF)	\$2,340,373	\$1,978,423	\$1,978,423	\$1,978,423	\$1,978,423	\$1,978,423	\$9,893,115	\$22,125,603
<b>Total Capital Funding Sources</b>	<b>\$12,750,722</b>	<b>\$8,429,120</b>	<b>\$8,669,214</b>	<b>\$8,981,121</b>	<b>\$9,222,863</b>	<b>\$9,465,470</b>	<b>\$52,175,909</b>	<b>\$109,694,419</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS355  
**Project Name:** Various Bridge/Culvert Rehabilitations

### Project Description

Rehabilitation of various bridges/culverts as per the recommendations of the 2018 Ontario Structure Inspection Manual (OSIM) Inspections.

### Project Justification

2018 OSIM report recommends rehabilitation of the following bridges/culverts within the next 10 years. This work would be completed as a program to address the needs identified in the OSIM inspection, but any work that could be completed within a road rehabilitation or reconstruction project or a park or trail improvement project to get better value will be examined further.

B1205 - 5th Line  
 B0802 - 2nd Line  
 B1005 - 10th Sideroad  
 B1103 - 3rd Line  
 C1110 - 10th Line  
 B1209 - 9th Line  
 PB01 - Innisfil Beach Park Trail System  
 PB02 - Innisfil Beach Park Trail System  
 PB03 - Innisfil Beach Park Trail System  
 PB05 - Trail between Swan and Lowrie Street

Supports the following objectives in the Strategic Plan:  
 3.1 Maintain and Protect Existing Infrastructure

### Project Implications

Bridges/culverts will continue to decline in condition, which could lead to potential future safety and liability concerns.

If these bridge and culvert works are deferred it would lead to increased ongoing maintenance costs and increased capital costs to complete the required work at a future date.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting ( 2020 costs inflated to 2022)	\$154,500	\$159,135	\$163,909	\$168,826	\$173,891	\$950,908	\$1,771,169
Internal Staff Charges (10% (Engineering, Purchasing, Legal))	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$95,092	\$177,119
Design/Engineering (10% (Design))	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$95,092	\$177,119
Design/Engineering (8% (CA/CI))	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$76,072	\$141,693
<b>Total Capital Costs</b>	<b>\$197,760</b>	<b>\$203,694</b>	<b>\$209,804</b>	<b>\$216,098</b>	<b>\$222,580</b>	<b>\$1,217,164</b>	<b>\$2,267,100</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$197,760	\$203,694	\$209,804	\$216,098	\$222,580	\$1,217,164	\$2,267,100
<b>Total Capital Funding Sources</b>	<b>\$197,760</b>	<b>\$203,694</b>	<b>\$209,804</b>	<b>\$216,098</b>	<b>\$222,580</b>	<b>\$1,217,164</b>	<b>\$2,267,100</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS374  
**Project Name:** Traffic Calming Strategy Implementation Program

### Project Description

As part of the 2019/2020 Capital Budget, Council approved project RDS363: Traffic Calming Measures Improvement Strategy. One of the deliverables from RDS363 will be the development of a prioritized list of identified locations for new traffic calming infrastructure.

This project acts as a placeholder to provide funding for the design and installation of the prioritized infrastructure.

This project also provides funding for initiatives championed by the School Zone / Traffic Safety Advisory Committee (SZ/TSAC)

### Project Justification

As with any Master Planning process, the recommendations of the Traffic Calming Measures Improvement Study provide a blueprint for enhancements to the Town. Traffic Calming Installations can provide safety benefits not only to motorists, but to pedestrians and other vulnerable users.

### Project Implications

Failing to undertake this project would make it impossible to put the recommendations of the Traffic Calming Measures Improvement Strategy into effect, forfeiting an opportunity to improve conditions for the Town's most vulnerable road users.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (Prioritized Infrastructure construcion)		\$300,000	\$309,000	\$318,270	\$327,818	\$1,792,644	\$3,047,732
Consulting/Engineering (8% - Design )	\$23,301	\$24,000	\$24,720	\$25,462	\$26,225	\$143,411	\$267,119
Consulting/Engineering (7% -CA/CI)		\$21,000	\$21,630	\$22,279	\$22,947	\$125,485	\$213,341
Other (SZ/TSAC initiatives)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	\$250,000
Internal Staff Charges (10% - Engineering, Purchasing, Legal, etc.)	\$29,127	\$30,000	\$30,900	\$31,827	\$32,782	\$179,264	\$333,900
<b>Total Capital Costs</b>	<b>\$77,428</b>	<b>\$400,000</b>	<b>\$411,250</b>	<b>\$422,838</b>	<b>\$434,772</b>	<b>\$2,365,804</b>	<b>\$4,112,092</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$77,428	\$400,000	\$411,250	\$422,838	\$434,772	\$2,365,804	\$4,112,092
<b>Total Capital Funding Sources</b>	<b>\$77,428</b>	<b>\$400,000</b>	<b>\$411,250</b>	<b>\$422,838</b>	<b>\$434,772</b>	<b>\$2,365,804</b>	<b>\$4,112,092</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 streetlights where there are currently no streetlights, at intersections, and in residential areas.

The project is a coordinated effort between the Town of Innisfil and Innpower.

Intersections are prioritized based on traffic volume and the opportunity to improve visibility. For residential areas the Town will prioritize new streetlights based on numerous requirements such traffic, proximity to school, etc. and will work with Innpower on infrastructure upgrades.

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 safety and reduce 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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$370,000	\$87,550	\$90,177	\$92,882	\$95,668	\$98,538	\$538,847	\$1,373,662
Internal Staff Charges (Engineering, Purchasing, Legal (10%))	\$18,500	\$8,755	\$9,018	\$9,288	\$9,567	\$9,854	\$53,885	\$118,867
Design/Engineering (Electrical Engineering (10%))	\$13,500	\$8,755	\$9,018	\$9,288	\$9,567	\$9,854	\$53,885	\$113,867
<b>Total Capital Costs</b>	<b>\$402,000</b>	<b>\$105,060</b>	<b>\$108,213</b>	<b>\$111,458</b>	<b>\$114,802</b>	<b>\$118,246</b>	<b>\$646,617</b>	<b>\$1,606,396</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$402,000	\$105,060	\$108,213	\$111,458	\$114,802	\$118,246	\$646,617	\$1,606,396
<b>Total Capital Funding Sources</b>	<b>\$402,000</b>	<b>\$105,060</b>	<b>\$108,213</b>	<b>\$111,458</b>	<b>\$114,802</b>	<b>\$118,246</b>	<b>\$646,617</b>	<b>\$1,606,396</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Hydro	\$6,250	\$12,500	\$18,750	\$25,000	\$31,250
<b>Total Operating Budget Impact</b>	<b>\$6,250</b>	<b>\$12,500</b>	<b>\$18,750</b>	<b>\$25,000</b>	<b>\$31,250</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.

Innpower 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.

# Access to Public Transit

## Service Business Plan

**\$2 per month\***



= The price of a  
cucumber

\*See pg. 18 for details.



### Our Team

The Access to Public Transit team is led by Tim Cane, Growth Director, and is supported by Planning, Operations and Customer Service.



### Our Services

Through our partnership with Uber, we provide Innisfil Transit—an innovative, affordable, easy-to-use, door-to-destination ridesharing transit system that serves residents 24/7. Throughout the COVID-19 pandemic, our transit system has effectively adapted to changes in ridership and enhanced cleaning protocols. As ridership numbers plunged across the province, so did fares for many municipalities with traditional transit systems. Fortunately, our system has no fixed fleet such as busses or fixed routes. Our on-demand system continued to provide safe, reliable transit for community members only when requested, effectively managing the supply of transportation while the demand was drastically reduced.

We've also been able to support residents in getting to essential locations across the community, such as grocery stores and pharmacies, for free through the new Essential Trips Assistance Program.

Innisfil Transit involves four services:



**Innisfil Transit (regular service)** – The only service of its kind in the world, our demand-based Town-wide transit service moves our residents to key places throughout our community. Our regular service provides on-demand door-to-destination transportation that is available 24/7.

**Innisfil Transit (low-income service)** – The Fair Transit program provides additional discounts to low-income households, which helps these residents access critical services and remain connected in the community.

**Innisfil Transit (call-in service)** – Through a subsidized GoGoGrandparent partnership, Innisfil Transit is more accessible to those that do not have a smartphone or the ability to request their own trips. The new service allows residents to book Innisfil Transit trips through the service's toll-free number, available 24/7.

**Innisfil Transit (accessible service)** – Partnerships with local taxi companies allow us to provide wheelchair-accessible vehicles at the same great service and fares as Innisfil Transit through Uber.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of trips	26,688	52,576	102,487	45,000	75,000	100,000
Subsidy per trip	\$5.52	\$6.94	\$8.25	\$8.50	\$8.55	\$8.60
Rideshare match rate	17%	30%	33%	47%*	47%*	50%*
Avg. wait time	9:10 mins	7:20 mins	4:36 mins	8 mins**	9 mins**	9 mins**

Note: \* Actuals from Jan-Feb 2020 and estimated for 2021 (trips have not been pooled with other riders during the COVID-19 pandemic). The pandemic may continue to affect wait time in 2022 if rides are not pooled for safety reasons.

\*\* Increase in average wait time as a result of reduced trip demand and lower driver supply, combined with Innisfil Transit waiting to fulfill rides to similar destinations due to increase pooling rate/passenger capacity per vehicle. The pooling feature has been turned off during COVID-19.







## How Our Budget Aligns With *Innovative Innisfil 2030*

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- 1.3 *Grow: Improve Service Offerings* – Innisfil Transit continues to adapt to the needs of our community. Whether it's introducing fare assistance during the COVID-19 pandemic or offering solutions for those without mobile phones, the innovative system works to provide enhanced transit for Innisfil residents.
- 2.2 *Connect: Enhance the Movement of People* – We directly support this goal by providing safe transportation options for residents. Eliminating distance barriers also supports the Town's Our Place Official Plan and the Town's Transportation Master Plan. Transportation is essential to keeping our community connected with each other and with the services residents rely on. Mobility within neighbourhoods and across communities in Innisfil is essential to build opportunities for social connection and community engagement. Whether it's going to work or school, visiting the Library, shopping at local businesses or so much more, our innovative transit system helps support residents in getting to where they need to go.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
2.2	Orbit Transit Connectivity	A pilot project to test the use of higher capacity vehicles using Innisfil Transit to improve connectivity to locations in the Town with higher levels of transit demand such as the future Innisfil GO Station.	2021	Capital	PLN87
2.2	Transit Master Plan	The development of a Master Plan to guide the evolution of the Innisfil Transit service over the next 10 years. Will include focus on enhanced connectivity to the Orbit and future Innisfil GO Station.	2022	Capital	PLN91
2.2	Implement E-Bike/Scooter program	Deploy electric bikes and/or scooters, principally in Alcona, to provide additional transit options for residents and visitors and integrate with new GO station.	2024	Capital	RDS372



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Access to Public Transit</b>							
Innisfil Transit	438,368	251,215	(187,153)	(42.69%)	413,528	162,313	64.61%
<b>Total Access to Public Transit</b>	<b>\$438,368</b>	<b>\$251,215</b>	<b>\$(187,153)</b>	<b>(42.69%)</b>	<b>\$413,528</b>	<b>\$162,313</b>	<b>64.61%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	80,750	(95,000)	1
Other Revenue	(50,000)	-	2
Wages & Benefits	22,584	2,045	3
Contracted Services	(216,750)	255,000	4
Other	(23,737)	383	5
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(187,153)</b>	<b>\$162,428</b>	

### **Note: Explanation of Change**

(1) 2021 reflects a decrease in fare revenues due to COVID-19 related impacts. In 2022 fare revenues are expected to begin increasing back towards 2019 levels.

(2) Reflects anticipated increase in Provincial Gas Tax Funding based on ridership and fare revenue projections.

(3) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs,

and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

(4) Reflects the anticipated change in gross cost of service before fares and subsidies are applied. A decrease is expected to occur in 2021 due to COVID-19; costs along with ridership levels are expected to increase in 2022.

(5) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

 **Capital Projects Overview**

Project No. & Project Name	2021 Proposed	2022 Proposed
PLN87 Orbit Transit Connectivity	100,000	-
PLN91 Transit Master Plan	-	70,000
<b>Total Access to Public Transit Projects</b>	<b>\$100,000</b>	<b>\$70,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** Planning  
**Project Number:** PLN87  
**Project Name:** Orbit Transit Connectivity

**Project Description**  
 The implementation of a pilot project to support connectivity to the Orbit and Innisfil GO Station. This will consider ways to evolve Innisfil Transit to cost effectively use higher capacity vehicles to access the Orbit.

**Project Justification**  
 The Innisfil GO Station will result in an increased level of transit demand that will need to be integrated into the Innisfil Transit service. This project supports achievement of the 'Connect' objective of the Inspiring Innisfil strategic plan.

**Project Implications**  
 Not implementing a pilot for the purpose of this project will limit the Town's ability to consider ways to most cost effectively integrate the Innisfil GO Station as part of the Innisfil Transit service.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Consulting/Engineering	\$50,000						\$50,000
Other (Leasing of vehicles for trial)	\$20,000						\$20,000
Internal Staff Charges	\$10,000						\$10,000
Implementation	\$20,000						\$20,000
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
ARS	\$55,000						\$55,000
Oblig.RF-Gen. Govt DCA (Future DC's estimated 45% eligible)	\$45,000						\$45,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

**Other Information**

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 PLN87 Orbit Transit Connectivity, 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:** Planning  
**Project Number:** PLN91  
**Project Name:** Transit Master Plan

**Project Description**

The development of a Transit Master Plan to strategically guide the evolution of the Innisfil Transit service over the next 10 years. The Master Plan will particularly focus on how to provide enhanced transit connectivity to the Orbit and the Innisfil GO Station and to further increase the efficiency of the service.

**Project Justification**

This project is needed in order to ensure the Innisfil Transit continues to remain financially sustainable over the longer term. This will assist with longer term budgeting and forecasts while also ensuring that the service continues to support the objectives of the Town's Official Plan and Transportation Master Plan.

**Project Implications**

Not doing this will limit the Town's ability to adequately plan for the future growth and strategic delivery of the Innisfil Transit service.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges	\$30,000	\$20,000					\$50,000
Planning Services/Studies	\$40,000	\$10,000					\$50,000
<b>Total Capital Costs</b>	<b>\$70,000</b>	<b>\$30,000</b>					<b>\$100,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$38,500	\$16,500					\$55,000
Oblig.RF-Gen. Govt DCA (Future DC's estimated 45% eligible)	\$31,500	\$13,500					\$45,000
<b>Total Capital Funding Sources</b>	<b>\$70,000</b>	<b>\$30,000</b>					<b>\$100,000</b>

**Other Information**

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 PLN91 Transit Master Plan, 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.

# Community Programming & Activities Business Plan

◆ Community Programming  
& Activities





# Community Programming & Activities

## Service Business Plan

**\$11** per month\*



= The price for a pack of chicken

\*See pg. 18 for details.



### Our Team

The Community Programming & Activities team is led by Erin Scuccimarri, Innisfil ideaLAB & Library CEO & Community Director, and is supported by Library, Leisure Services, Communications, Community Development Standards Branch, and Operations.



### Our Services

We create opportunities for the community that allow Innisfil to be where inspiration is planted, creativity thrives, and culture abounds. We actively and collaboratively develop a variety of inclusive programs and events that provide cultural, educational, recreational, and entertainment opportunities for all our residents. We inspire community participation and create opportunities for unique and valuable experiences. Recently, Council adopted the Health and Wellness Strategy (“Our Health”) and Culture Master Plan. Community Programming will employ these priorities as a lens to assess projects as they move forward.

During the COVID-19 pandemic, the Town of Innisfil conducted a Community Needs Assessment to gain an



understanding of residents' needs. The themes that emerged from this engagement will form the foundation for work pursued by the Community Programming team. The action plan created through the consultation process will assist the community and the municipality to adapt, rebound, and recover during the anticipated future waves of the pandemic.

**Culture Programming** - Supported by the Culture Master Plan, culture programming is intertwined across the various services and activities. Over the next two years, we will focus on delivering services as recommended by the Culture Master Plan including:

- Enhancing our current offerings through increased partnerships and removing barriers to participating in cultural experiences;
- Working with community groups to foster, highlight, support, and build inclusion around diverse cultural and religious celebrations across the community;
- Creating opportunities to leverage existing spaces for cultural animation and programming (e.g. art exhibits in civic spaces, heritage interpretation in parks); and
- Reigniting the public art program.

Support for culture will support the community building and resiliency identified as necessary for pandemic recovery by the Community Needs Assessment participants.

**Health & Wellness Programming** - We work collaboratively with community partners and each other to connect the community to high quality health & wellness programming for all ages. Programming includes series for seniors on healthy ageing with workshops on hearing loss, mindful meditation, and keeping your brain healthy; and a workshop series for teens on various topics, including stress and anxiety, and navigating today's sexual culture. The annual signature youth event, *Speak Your Mind Youth Mental Health Summit*, focuses on mental health awareness and advocacy.

**Community Outreach** - Outreach takes our services into the community to increase access for all residents. Partnership opportunities are consistently developed to use existing expertise in the delivery of programming for all ages. Programs are developed and delivered alongside partners like school boards, healthcare providers and local businesses to maximize resources and make our presence known outside of our physical spaces.



The COVID-19 pandemic amplifies the need for increased outreach to provide access to resources, information and engagement, especially to vulnerable residents. Consequently, there will be considerable resources allocated to mobile outreach with increased emphasis on cross-functional and partnership opportunities to meet residents' needs.

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. Strengthening community relationships is the foundation for building a more resilient Innisfil. Community-led planning turns typical top-down planning on its head by acknowledging that the community is an expert in its own needs. We will continue to support community organizations as they bring innovative ideas to the Town of Innisfil.

**Special Events** - We actively promote and assist with local events, activities, and opportunities to encourage broad community participation. Examples of some Town-led special events include: Fresh Air Flicks, Neighbourhood Nights, the Barrie Jazz and Blues Festivals, as well as other musical concerts held at the Library.

We provide support services to community-led initiatives in creating special events and experiences for the community. These services include planning and logistical support in liaising with community groups, emergency services, and vendors for the creation of safe and enjoyable events. Both human and material resources are deployed for every special event held within the community. These events support a growing cultural ecosystem, thereby strengthening community building which has been identified by the community as a key theme in recovering from the COVID-19 pandemic.

**Camp Programming** - The Innisfil Summer Camps' mandate is to provide an outdoor opportunity for children to participate in safe, enjoyable and memorable day camp experiences. The camp experience helps children develop important social, emotional and cognitive skills. Best of all, children create memories within their own community that last a lifetime. The camp experience:

- Develops lifelong skills (e.g. teamwork, resiliency, problem-solving and leadership skills);
- Promotes independence and respect for diversity and inclusion;
- Creates time for play and encourages a connection with nature;



- Provides engaging screen-free activities and supports healthy living; and
- Fosters growth and self-esteem.

### **Leisure & Literacy Support Programming**

*Children's Programming* - We provide innovative, developmentally engaging programming that continuously adapts to the ever-changing needs of our community.

Smart citizenship requires a solid foundation and begins with igniting curiosity and fostering literacy with the very youngest members of our community. Research has proven that the first few years of life are crucial to literacy and learning due to the rapid development of a baby's brain. The connections and learning that happens from birth to age five sets the stage for future learning success. Leisure and Library support families from day one with comprehensive early literacy programming, extensive physical literacy opportunities, and a variety of STEAM (Science, Technology, Engineering, Arts and Math)-based afterschool options, providing a full-range of leisure and learning opportunities for the children and families of Innisfil. These programs support the development of meaningful social connections between children and their families, connecting individuals to one another and to their community.

*Youth Programming* - A strategic priority for the Town is to increase opportunities for youth. Building on existing successes and the Town's commitment to actively reviewing youth programming by developing a youth engagement strategy, a number of new programs and initiatives have been developed, including the Mobile Youth Centre, Innisfil Youth Connex Committee, Teen Advisory Group, Youth Art Wall and Teen Times.

*Adult Programming* - We are committed to providing programming that continuously invokes curiosity, stimulates the imagination, and cultivates lifelong learning and literacy. Our programs provide opportunities for new discoveries, self-improvement, and improved health and physical fitness. The schedule is ever-evolving including technology-based, general interest, and cultural programming. Art exhibits, panel discussions, book clubs, concerts, and physical fitness classes are just some examples of how we are providing more to our community.



*Senior Programming* - Opportunities for meaningful connections abound with programming activities designed to connect the community to new skills and ideas and to each other. From Wireless Wednesdays, physical fitness classes, drop-in pickleball, knitting club or conversation circles, we provide the platform for staying involved and participating in Innisfil life. As a result of the Community Needs Assessment, particular attention is being given to programming for this vulnerable population by all departments.

**Technology Training** - Our goal is to enable all residents to become comfortable with tools that allow them to create, collaborate, innovate and pursue their personal and professional objectives. Through creative hands-on experiences and learning, we wish to instill an element of wonder, encouraging the community to experiment, play, and discover.

We are committed to delivering programs that provide introduction to new technologies, technology training, and the development of digital literacy skills. Technology programming continues to evolve based on community needs and includes learning opportunities related to job supports, career training, digital literacy, and accessing reliable information—needs that have been identified in the recent Community Needs Assessment. We are planning for the future potential of an outreach mobile vehicle that would provide the opportunity for staff to bring technology training and exposure to community members, with a special focus on reaching under-served residents of our community.

**Collections** - Innisfil ideaLAB & Library connects residents to information and resources across all formats and platforms, including both physical and digital materials. The information and resources are varied in age suitability, intellectual content and physical format which fosters, responds to and anticipates the educational, cultural, recreational, and life-long learning needs of the community. Continuous analysis of usage patterns, and careful consideration of publishing trends and wider local and global issues that impact the lives of residents inform the selection processes, to ensure equitable access to resources that support civic engagement and personal and professional growth.





## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
<b>Library program</b>						
% of participants that feel more confident using digital resources	---	---	---	---	70%	75%
% of early literacy program participants that feel more confident helping their children learn	---	---	---	---	75%	80%
<b>Leisure program</b>						
% of satisfied program participants	---	---	---	78%	78%	80%
% of participants that would recommend the program	---	---	---	90%	91%	92%
% of participants who felt the program contributed to their health & well-being	---	---	---	---	70%	75%



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – Community Programming & Activities ensures that the needs of all residents are addressed in the delivery of services. Our team continues to partner with community partners and set priorities for sport, youth, and mature adult opportunities and enhancements.
- 2.3 *Connect: Enable Community Health and Wellness* – Community Programming & Activities continues to collaborate and identify opportunities in our community health and wellness with the new addition of our Rizzardo Health and Wellness Centre. We work with community partners such as the Canadian Mental Health Association to provide services, classes or information sessions for Innisfil residents, as well as expanding our *Speak Your Mind Summit* for youth to adult opportunities.
- 2.4 *Connect: Enhance Civic Engagement* – Through engaging and thought-provoking programming, we will continue to bring people together to discuss pressing issues both local and global. Through author visits, workshops, speaker series, and information sharing, citizens can gain understanding and clarity, learn their rights, and find meaningful ways to engage and participate.
- 2.5 *Connect: Facilitate Community Experiences* – We actively develop a variety of inclusive programs and events that prove cultural, educational, recreational and entertainment opportunities for all our residents, while also supporting those same opportunities led by community members and partners.
- 3.2 *Sustain: Promote Environmental Sustainability* – We will continue to provide programming opportunities that support sustainability and environmental stewardship.

The Community Programming & Activities team also supports various other plans, including the Our Health – Community Health and Wellness Strategy, Community Needs Assessment 2020, and Library Strategic Plan 2020-2025. In the Culture Master Plan, our team takes the lead on Pillars 1 through 3 objectives (i.e. Better at the Basics, A Place for Cultural Exploration and Innovation, and A Culturally-Minded Town).





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
2016 Parks & Recreation Master Plan	Sports Strategy & Implementation Plan	Develop Town of Innisfil Sports Plan to keep pace with the demands of a growing population and to encourage greater participation in sports and recreation.	Q4 2021	Operating	N/A
CMP 1.1.b, 1.1.d, 1.1.e, 1.1.f, 2.1.a&b, 3.2a&b	Expanding Community Offerings	Funding to support Town and non-profit organizations initiatives (e.g. Neighborhood Nights, Film in the Park, Farmers Market, Local musician programs, etc.).	Q3 2021	Operating	N/A
2.3 2.4 2.5	Seniors Engagement Strategy	Develop and implement a cross-functional strategy to ensure Innisfil seniors are engaged, socially connected, healthy and well.	Q1 2022	Operating	N/A



Community Programming & Activities

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
Our Health, goal 4: improve access to health, social and community services	Expand Access to Social and Community Services	Collaborate with key stakeholders to improve coordination and access to social and community services within Innisfil as identified in the Community Needs Assessment.	Ongoing	Operating	N/A
2.3	Health & Wellness Programming	Planning and delivering high-quality, equitable and accessible health and wellness programs that build off community assets and promote residents' personal health behaviours (e.g. healthy eating, physical activity, mental health).	Ongoing	Operating	N/A
2.4 2.5	Increasing Programming Outreach	Library outreach vehicle will enable expanded outreach opportunities to underserved communities as identified in the Community Needs Assessment.	Q2 2021	Operating	N/A



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
Our Place - Place making (Official Plan)	Activating Town Square community programming	Developing and providing a variety of inclusive programming for all ages in all seasons.	Q1 2022	Operating	N/A



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Community Programming &amp; Activities</b>							
Camp Programming	158,549	142,250	(16,299)	(10.28%)	146,740	4,490	3.16%
Leisure Programming	58,979	66,589	7,610	12.90%	73,367	6,778	10.18%
Health & Wellness Programming	150,000	135,000	(15,000)	(10.00%)	136,350	1,350	1.00%
Technology Training	387,604	411,956	24,352	6.28%	417,715	5,759	1.40%
Literacy Support Programming	388,752	388,429	(323)	(0.08%)	399,885	11,456	2.95%
Culture Programming	43,866	72,770	28,904	65.89%	75,885	3,115	4.28%
Community Outreach	297,598	251,235	(46,363)	(15.58%)	256,602	5,367	2.14%



Community Programming & Activities

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
Collections	553,134	571,881	18,747	3.39%	582,460	10,579	1.85%
Special Events	259,678	234,243	(25,435)	(9.79%)	242,928	8,685	3.71%
<b>Total Community Programming &amp; Activities</b>	<b>\$2,298,160</b>	<b>\$2,274,353</b>	<b>\$(23,807)</b>	<b>(1.04%)</b>	<b>\$2,331,932</b>	<b>\$57,579</b>	<b>2.53%</b>

**Summary of Year over Year Change**

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Registration & Facility Fees	(15,760)	-	1
User Fees, Licences and Fines	(4,000)	(1,000)	2
Other Revenue	(10,000)	-	3
Wages & Benefits	54,525	51,326	4
Materials & Supplies	12,995	-	5
Contracted Services	(15,000)	1,350	6
Other	(46,567)	5,903	7
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(23,807)</b>	<b>\$57,579</b>	

**Note: Explanation of Change**

- (1) Reflects an anticipated increase in program registrations.
- (2) Reflects an increase in advertising revenue which is partially offset by the elimination of Library fine revenue.
- (3) Reflects anticipated increased grant funding related to summer camps, based on previous grants received.



(4) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the addition of a Marketing & Special Events Coordinator. This position was repurposed from the Project Coordinator and impacts of this repurposed position will also be seen in the Parks & Recreation Spaces and Communications & Community Engagement service bundles.

(5) Increased technology training supplies which is offset by the programming included in Note 1; addition of costs for Town Square events; and decreased supplies for programs, outreach, and special events. Details on the Town Square event costs are outlined in a change request form included at the end of this business plan.

(6) Reflects decreased Community Kitchen costs in 2021. 2022 reflects a 1% increase in costs.

(7) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM43 Community Neighbourhood Resilience Strategy	20,000	30,000
<b>Total Community Programming &amp; Activities Projects</b>	<b>\$20,000</b>	<b>\$30,000</b>





## Service Change Request

**Proposed Service Level Change:** Increase to Operating Budget for Activation and Care of the Town Square

**Proposed Start Date:** January 1, 2022

**Current Service Level:**

There is no current service level.

**Business Case Rationale:**

The Innisfil Town Square is presently in development. This new Community Hub will be a centre for culture, social engagement, and activity in the community. Some of the features include splash pad, stage/event space, programmable open space, gardens, walkways, ice skating surfaces, playground, concessions, and washrooms. Behind these features is also infrastructure that includes utilities and internet, for example. The features and infrastructure become the backdrop for the programming that brings these spaces to life. Plans are being made to host approximately 2 large events and 4 medium sized events on an annual basis.

Below is an explanation of Operating costs to be expected:

Item	Description	Operating Budget Request
Large Events (2)	Could include fees for entertainers, materials for activities etc.	\$6,000
Medium Events (4)	Could include fees for entertainers, materials for activities etc.	\$3,000
Materials and Equipment	Could include rental of specialized equipment such as audiovisual	\$8,000
		<b>\$17,000</b>

The Town Square project supports several of the recommended actions resulting from the Community Needs Assessment, specifically centred around community-building and mental health.

Recovery from COVID-19 will require significant consideration in the design and activation of outdoor spaces.

As the current worldwide resurgence of COVID-19 demonstrates, we must reimagine public spaces and devise socially distanced ways to navigate the urban and semi-urban landscape over a longer term. In the pandemic's early days, Town of Innisfil recognized the need to adapt to rapidly changing constraints and allowed restaurants to claim more sidewalk space. However, outdoor space will need to work even harder—hosting retail opportunities, performances, and all manner of public services to meet the needs of residents.

It will be particularly important to ensure that, in the future, residents have access to four-season amenities including winter gathering options, creating event spaces that maintain air flow, while offering shelter and outdoor heating in order to encourage socialization outside as much as possible. In order to encourage safe socialization during the winter months, an emphasis on engaging, outdoor amenities, activities and events will be critical to keeping our community safe. The Director-General of the World Health Organization (WHO) identified extremely concerning COVID-related mental health issues as a result of social isolation, fear of contagion compounded by the distress caused by loss of income and employment. To mitigate these impacts, the WHO suggests citizens maintain social contact, exercise and allocate time for leisure activities. In a temperate climate, four-season public spaces become essential. This recommendation aligns with the community consultation results in which residents indicated their desire for programming to address the relationship between mental and physical health.

The pandemic has also exacerbated the inequities in society enabling those, with the means, to better manage the challenges of the pandemic. Access to well-designed public spaces has been identified by public health professionals as a key factor in strengthening community connections, as well as, equalizing opportunity and inclusion. The pandemic has created an important opportunity to rethink public spaces with a focus on equity and public health. In the COVID-focused community engagement, residents noted the need for planning and support of public events (respecting safety guidelines) to target isolated individuals and bring neighbourhoods together. By approving this change request, the Town will be able to meet these needs of our residents.




**Financial Impact on the 2021-2022 Budget**

<b>Operating Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
<u>Revenues</u>	-	-
<u>Expenditures</u>		
Event Costs (entertainers, materials, supplies)	17,000	17,000
<b>Net Operating Budget Cost(Savings) to Tax Levy</b>	<b>\$17,000</b>	<b>\$17,000</b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</b>



## Capital Budget Project Detail Sheet

**Service Area:** CAO/Admin  
**Project Number:** ADM43  
**Project Name:** Community Neighbourhood Resilience Strategy

### Project Description

Resilient communities are well prepared and have high levels of social capital to address the challenges of shocks to the community, such as pandemics and emergency weather events. The Town of Innisfil is dedicated to enhancing resilience in our community so that we are well prepared to respond to and recover from shocks and emergencies. A Community Neighbourhood Resilience Strategy will become a guide to enhancing societal resilience by empowering and connecting communities at the hyperlocal level. Using a connected communities approach, the Town will draw on its foundation of placemaking and commitment to an engaged community to strengthen its relationships with neighbourhoods and grassroots organizations, connecting them to the resources, policies and policy-makers required for systems change. Research shows that the more connected neighbourhoods are with individuals, organizations and government services, the easier and faster it is to respond to and rebound from profound community disruptions.



### **Project Justification**

Over the past few months, Innisfil has seen tremendous change and upheaval as a result of the COVID-19 pandemic. As we inch closer to living half of a year within a state of emergency, the initial surge of community spirit experienced at the onset of the pandemic is giving way to fear and tension. As witnessed in the recent Community Needs Assessment undertaken by the Town of Innisfil, the overarching desire to join together and lift each other up still exists. However, it is clear that the Town has a large role to play in connecting and coordinating efforts to spearhead change and resiliency. The following five community needs emerged as priority areas from the first roundtable session:

1. Mental health
2. Access to reliable information
3. Economic security
4. Employment
5. Community building with safety guideline

The second series of roundtable sessions further explored each of these areas to develop specific actions that the community can take to support each area. The Town will own some actions, either through new projects and collaborations, while some actions are a natural fit for projects that are already underway throughout the One Town, One Team. Additional actions can be carried through without municipal support, through the role of the private sector and neighbours helping neighbours.

By fostering community connections and strengthening relationships between organizations and government agencies Innisfil will become a more resilient community, able to better respond to disasters and community shock. Supported by the Innovative Innisfil 2030 Community Strategic Plan Connect: We will ensure that opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful - physically, socially, culturally and digitally.

- 2.1 Develop Unified Town Identity
- 2.3 Enable Community Health and Wellness
- 2.4 Enhance Civic Engagement
- 2.5 Facilitate Community Experiences

Although the COVID-19 pandemic is the catalyst for the Community Neighbourhood Resilience Strategy, the strategy will provide a framework to help the community recover from future environmental shocks such as flooding and ice storms, as well as future emergency situations.

### **Project Implications**

Not moving forward with this project would leave the community less resilient to withstand future weather, global health and societal emergencies. It could also have a negative impact on the relationships developed through the needs assessment roundtables. With a dedicated Community Neighbourhood Resilience Strategy, we will inspire local leaders to drive community innovations and connections that will strengthen our collective resiliency.

A Community Neighbourhood Resilience strategy for Innisfil will become an effective means for supporting the work that the Town has recently committed to in terms of diversity and inclusion. It will also support initiatives laid out by the Community Strategic Plan, Health & Wellness Strategy, principles of placemaking laid out in Our Place, Culture Master Plan, Library Strategic Plan, Community Engagement, Innisfil Community Foundation and Emergency Management.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Materials (Supplies for Engagement Activities)	\$5,000	\$10,000					\$15,000
Consulting/Engineering (Research and Framework Development)	\$15,000						\$15,000
Other (Staffing for Engagement Activities)		\$20,000					\$20,000
<b>Total Capital Costs</b>	<b>\$20,000</b>	<b>\$30,000</b>					<b>\$50,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$20,000	\$30,000					\$50,000
<b>Total Capital Funding Sources</b>	<b>\$20,000</b>	<b>\$30,000</b>					<b>\$50,000</b>

# Public & Environmental Protection Business Plans

- ◆ Fire Protection
- ◆ Community Standards
- ◆ Source Water Protection
- ◆ Police Services
- ◆ Stormwater Management

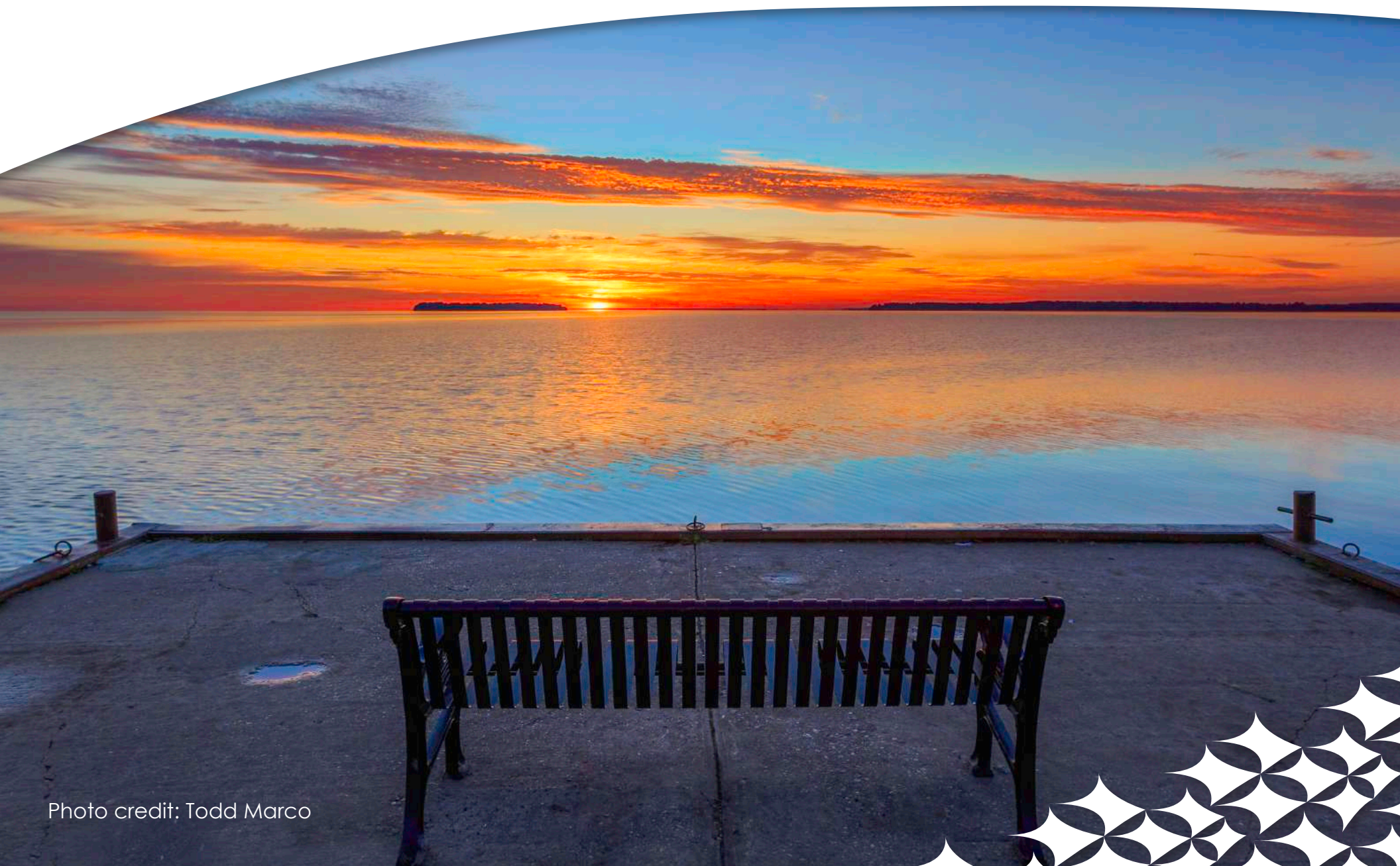


Photo credit: Todd Marco



# Fire Protection

## Service Business Plan

**\$37** per month\*



= The price for a new tank of propane

\*See pg. 18 for details.



The Fire Protection team is led by Tom Raeburn, Fire Chief, and is supported by Fire & Rescue Services.



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.

**Emergency Response & Training** - We provide timely and effective fire suppression and rescue operations. Our Team also excels in delivering first response medical intervention including CPR and defibrillation. Other services offered include ice and water rescue, auto extrication and hazardous material awareness. Innisfil has 5 fire stations and the staffing breakdown is as follows:

- Big Bay Point and Lefroy stations are staffed 24/7 with five Career Firefighters regularly scheduled on duty. This number regularly drops to four to allow for training, lieu time and vacation. Volunteer Firefighters respond to the station when required.
- Alcona, Cookstown and Stroud stations are currently staffed solely with Volunteer Firefighters.

Our Training Division provided over 7,500 hours of training to 43 Career and 89 Volunteer Staff in 2020. On top of firefighting skills, crews train in a variety of additional disciplines including Medical, Ice Rescue, Water Rescue, Hazardous Materials, Auto Extrication, as well as Fire Prevention and Public Education.

**Fire Prevention** - Our Fire Prevention division consists of 1 Officer and 1 Inspector (contract). They are responsible for the inspection of buildings throughout the Town to ensure Fire Code requirements are maintained. The addition of the Fire Inspector position in 2019 (on contract) has resulted in 197 more inspections being conducted than the previous year.

In 2020, the Prevention Division focused on industrial buildings and outdoor storage facilities. Suppression crews also performed inspections while on duty. These inspections focused on Town-owned buildings ensuring fire safety measures were in place.

**Public Fire Safety Education** - Public Fire Safety Education utilizes the same staff as the Fire Prevention Division and is responsible for educating residents about fire safety. Fire education has a specific focus on the vulnerable population including children and the elderly. This division engages students through annual school outreach sessions with our Fire Safety Trailer, and provides fire extinguisher training and community presentations to spread awareness about fire safety.

In 2020, the COVID-19 pandemic presented new challenges in the way safety messaging could be delivered to residents. The division has been very creative in developing new, innovative ways to promote fire safety including the Chalk One Up for Fire Safety program, which was a huge success engaging 1,900 residents across the municipality. The addition of the Fire Inspector position also increased involvement of the on-duty Firefighters and allowed us to pivot and deliver fire safety messages to our residents amidst a pandemic that kept our community home.

**Emergency Management Readiness** - Fire Management represents the Town as Community Emergency Management Coordinators (CEMC). The CEMCs are responsible for ensuring that the Town meets all legislated requirements under the Emergency Management and Civil Protection Act, and maintain and update the Municipal Emergency Response Plan. This division also delivers and coordinates annual training and hand-on exercises to ensure staff from all service areas are ready to respond to any emergency





## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Fire inspections completed	219	289	486	800	800	875
# of residents contacted*	5,012	6,548	10,139	5,900	10,000	10,200
# of calls for service**	1,934	2,193	2,274	2,350	2,450	2,550
Avg. emergency response time (min)						
Alcona	9:36	7:45	8:10	7:45	7:45	7:45
Lefroy	7:25	7:10	7:33	7:25	7:25	7:25
Stroud	9:20	9:52	9:46	9:30	9:30	9:30
Cookstown	11:20	10:50	10:03	10:00	10:00	10:00
Big Bay Point	9:35	9:08	8:47	8:30	8:30	8:30

Note: \* Fire Safety - Public Education Program. 2020 was impacted by the COVID-19 pandemic. 2021 numbers may continue to be impacted by COVID-19.  
 \*\* Suppression Division



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – Completion of Station 5 in the Big Bay Point area results in a greater level of service to residents in the immediate area, as well as residents across the Town. Firefighters from



this new station can respond to emergencies that occur anywhere in the Town, resulting in more Firefighters being on scene quickly, and in accordance with best practices and standards.

Fire Management reviews how fire services are provided throughout the Town, striving for the most effective and efficient service delivery. Key considerations include station locations, response models, staffing levels, and shared fire services across municipal borders.

Some buildings, including Fire Station 1 (Alcona) are nearing the end of their life cycle. Work is ongoing to evaluate this building and develop care plans that make sense given the age. Part of late-life cycle building care is planning for closure or alternative measures. This planning is coupled with reviews of the changing local environment and the changes in community fire safety needs.

- 2.3 *Connect: Enable Community Health and Wellness* – Career staff being strategically located at both Station 2 (Lefroy) and Station 5 (Big Bay Point) reduces our response time to medical emergencies across the Town. This response allows first aid to be delivered to the patient more quickly than in the past.
- 2.5 *Connect: Facilitate Community Experiences* – We attend community engagement programs such as Neighbourhood Nights, where Firefighters have direct interaction with residents to answer questions, promote fire safety, and host fun events for the kids. The Fire Safety/Education Trailer travels throughout the community to provide interactive learning for residents on fire safety.
- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Through cooperation with Fleet Services, the scheduling of regular maintenance of all fire trucks reduces the frequency and severity of breakdowns.
- 3.2 *Sustain: Promote Environmental Sustainability* – Our team explores new, sustainable technologies when purchasing fire trucks (all electric pumpers and tankers are now available).





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Volunteer Firefighter Deployment Initiatives	Developing a more effective response model.	Q2 2021	Operating	N/A
1.3 3.3	Shared Fire Services	Explore the opportunities of shared fire services across municipal borders and associated benefits.	Ongoing	Operating	N/A
3.1	Fire Safety Inspections of Commercial Buildings	Reduction of hazards in commercial spaces to increase safety. Accomplished through regular inspections by on duty suppression staff and additional Inspector (current pilot project).	Ongoing	Operating	N/A
N/A	Increase enrollment at Innisfil Regional Training Centre	Develop and implement marketing strategy to increase enrollment from other Fire Departments.	Ongoing	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Fire Protection</b>							
Emergency Response	5,705,057	6,361,975	656,918	11.51%	6,654,310	292,335	4.60%
Fire Prevention	802,750	487,954	(314,796)	(39.21%)	505,056	17,102	3.50%
Public Fire Safety Education	681,181	453,972	(227,209)	(33.36%)	471,551	17,579	3.87%
Emergency Management Readiness	18,320	59,387	41,067	224.16%	60,005	618	1.04%
<b>Total Fire Protection</b>	<b>\$7,207,308</b>	<b>\$7,363,288</b>	<b>\$ 155,980</b>	<b>2.16%</b>	<b>\$7,690,922</b>	<b>\$ 327,634</b>	<b>4.45%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	(130,000)	-	1
Transfer from Reserve & Reserve Funds	61,793	30,523	2
Wages & Benefits	277,505	284,034	3
Contracted Services	52,706	2,197	4
Reduced approved Volunteer compliment	(109,600)	(1,000)	5
Other	3,576	11,880	6
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$155,980</b>	<b>\$327,634</b>	

**Note: Explanation of Change**

- (1)** Addition of revenue from Bradford West Gwillimbury as per the Fire Chief Services Agreement.
- (2)** Decrease in 2021 & 2022 reflects the change in funding from Building Code Reserve to offset the Fire Inspector contract previously approved by Council. This contract is scheduled to end April 30, 2021.
- (3)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change captures savings of approx. \$36,000 in Volunteer Firefighter wages and benefits as a result of platooning at Station 4. These savings have been incorporated into the budget to help achieve budget targets, and details related to the platooning of Station 4 are outlined in a change request form included at the end of this business plan. The 2022 change also reflects the Fire Inspector contract ending April 30 2021.
- (4)** Increased to reflect the change in snow clearing costs; 3% inflationary applied in 2022.
- (5)** This service level reduction has been incorporated to help achieve budget targets. This reflects the reduction of 14.48 budgeted Volunteer Firefighter positions, and related bunker gear. This service level change will be achieved through attrition. Details on this proposed service level reduction are outlined in a change request form included at the end of this business plan.
- (6)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
FAC1 Refurbish Alcona Station 1	100,000	-
FIRE2 Volunteer Firefighter Bunker Gear	31,000	31,000
FIRE61 Replacement Gas Detection Devices	10,000	-
FIRE65 Emergency Preparation	25,000	25,000
FIRE66 Replacement Fire Records Management System	50,000	-
FLT235 Replacement Fire Tanker 3 Unit 07-169	-	450,000
FLT253 Replacement Fire Pumper 2 Unit 06-166	580,000	-
FLT254 Replacement Fire Pumper 4 Unit 07-167	-	580,000
FLT287 Replacement Fire Safety/Education Trailer	85,000	-
<b>Total Fire Protection Projects</b>	<b>\$881,000</b>	<b>\$1,086,000</b>



## Service Change Request

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**Proposed Service Level Change:** Reduction in Volunteer Firefighters through Attrition, and Decrease in Related Bunker Gear and Uniforms

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

**Current Service Level:**

Innisfil Fire and Rescue Service is currently approved for 98.48 Volunteer Firefighter positions across all five Fire Stations. The Volunteer Firefighter response model has not been significantly adjusted since the addition of a second Career Truck in the Big Bay Point area. We propose a numerical reduction in Volunteer Response Staff from 98.48 to 84. Volunteer Staff not selected to remain as active response personnel will be able to maintain status in their respective associations and will be able to fill positions as they become available. There are 89 currently filled VFF positions (of the total 98.48 approved). Therefore, the remaining five would be addressed through attrition.

**Business Case Rationale:**

Fire Management believes that operational effectiveness will remain consistent with 84 Volunteer Firefighter positions. This reduction of five positions will be achieved through attrition in the 2021 year.

Effective emergency response will continue across the municipality. Station 2 and Station 5, which are fully staffed with Career and Volunteer Firefighters, would continue to respond to emergencies throughout the Town, and initial response times, or the time it takes for the first truck to arrive on scene, would not be impacted.

**Operational Savings:**

By operating with a Volunteer Firefighter compliment of 84, savings will be realized through a reduction in wages, uniform costs, training, and personal protective equipment.



**Capital Savings:**

All bunker gear (PPE) and uniforms are required to be kept in good repair and in safe working order, which results in annual maintenance and replacement costs of for each Firefighter. The proposed reduction in Volunteer Firefighter positions would reflect a reduction of \$9,600 in the required maintenance and replacement costs of bunker gear and uniforms.

 **Financial Impact on the 2021-2022 Budget**

<b>Operating Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
<u>Revenues</u>		
<u>Expenditures</u>		
Volunteer Firefighter salaries	(100,000)	(101,000)
Bunker Gear and Uniforms for above VFF	(9,600)	(9,600)
	<u>(109,600)</u>	<u>(110,600)</u>
<b>Net Operating Budget Cost (Savings) to Tax Levy</b>	<b>(\$109,600)</b>	<b>(\$110,600)</b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</b>





## Service Change Request

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**Proposed Service Level Change:** Station 4 Platooning for Medical Calls (2-Year Pilot)

**Proposed Start Date:** January 1, 2021 – January 1, 2023

**Current Service Level:**

Emergency calls for service in the Station 4 (Cookstown) area require both the Career crew from Station 2 and the Station 4 Volunteer Firefighters to be dispatched. Currently, every Volunteer Firefighter from Station 4 is sent a notification via a pager and requested to respond to the fire station regardless of the type of emergency. Every Firefighter that responds to the page receives a minimum of three hours compensation as per the Council approved Volunteer Firefighter Policy (CP-02-19-06).

Non-emergency calls, such as smoke alarm checks and burn complaints in the Cookstown area are currently attended by the Career crew from Station 2 (Lefroy), not the Volunteer Firefighters.

**Business Case Rationale:**

Every call for service has a best practice relating to the number of Firefighters required on scene to be able to perform critical tasks. This number varies depending on the nature of the emergency. For example, the best practice for a medical emergency requires 4 Firefighters to arrive on scene. This allows for all critical tasks (scene stabilization, patient assessment, airway management, CPR, defibrillation, bleeding management, etc.) to be conducted effectively and efficiently. A call such as a structure fire, however, requires a minimum of 12 Firefighters in 3 trucks to be on scene in order to perform the critical tasks in accordance with recognized best practices.

To achieve best practice, the nature of the Volunteer Firefighter system requires notification of more staff than are actually required (as some staff members may not be able to attend due to work/family commitments). Currently when an emergency call is received, notification is sent to all 24 Station 4 Volunteer Firefighters. This method yields a response of 12 Volunteer Firefighters, on average, or about half of the total number of

Firefighters called for service. Placing Volunteer Firefighters into smaller groups that can be notified separately ("platooning"), allows fewer Firefighters to be dispatched, depending on the type of emergency. It is anticipated that having the ability to dispatch 1 platoon of 12 Firefighters to a medical emergency, instead of all 24 Firefighters, will still result in 4 Firefighters responding in 1 truck, as required. This platooning model provides a more efficient paging process, decreasing the overall cost per call.

Some emergency calls, including a structure fire, will require additional staff numbers. In these cases, multiple platoons will be dispatched to achieve the required staffing level.

**Risk Factor:**

Implementing a platooning model brings the risk of insufficient personnel response. The Volunteer Firefighter model relies on the availability of unscheduled personnel to respond at any given time. In the event an incident does not yield the required number of Firefighters, additional Firefighters must then be paged to duty. The process of multiple paging creates a delay in response time. This delayed response can negatively impact the outcome of emergency incidents, including medical calls. Without the ability to schedule Volunteers, there will always be an associated risk and potential for delayed response times.

An additional risk factor to be considered would be the potential for decreased morale among the Volunteer Firefighters. Volunteer Firefighter platooning is not a commonly used response model and may see personnel react negatively to this response model. This could be for various lifestyle reasons including family time and commitments, full-time career commitments, and the requirement of meeting 30% of calls. The cost savings achieved through platooning would come directly from Volunteer Firefighter wages and may also be a contributing factor in Firefighter morale.

**Service Level Impact:**

There is no anticipated Service Level Impact associated with implementing a platooning model, however, we will use the pilot period to assess.




**Financial Impact on the 2021-2022 Budget**

<b>Operating Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
<u>Revenues</u>	-	-
<u>Expenditures</u>		
Salaries related to Medical Calls	(36,450)	(36,450)
<b>Net Operating Budget Cost(Savings) to Tax Levy</b>	<b>(\$36,450)</b>	<b>(\$36,450)</b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</b>





## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FAC1  
**Project Name:** Refurbish Alcona Station 1

**Project Description**

Alcona Station 1 opened in 1985 and now requires renovations to maintain the functionality of the building. Renovations to include major roof repair, replacement of original flooring, washroom and kitchen repairs.

**Project Justification**

This station is used as a main training facility for Innisfil Fire. Renovations will allow it to be used more by the Innisfil Regional Training Centre to host courses for Fire and Police Departments across Ontario.

**Project Implications**

Should major repairs not take place soon, the building will continue to fall into disrepair.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Construction/Subcontracting (Major Repairs)	\$100,000						\$100,000
<b>Total Capital Costs</b>	<b>\$100,000</b>						<b>\$100,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$100,000						\$100,000
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>						<b>\$100,000</b>

**Other Information**

This may be a project for Facilities Management. If so, this project can be moved.

## 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 160 sets of bunker gear required, yearly funding requests will allow for 16 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.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Equipment/Fleet	\$176,600	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000		\$331,600
<b>Total Capital Costs</b>	<b>\$176,600</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>		<b>\$331,600</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Oblig.RF-Fire DCA	\$24,000							\$24,000
ARS-Post Period DC	\$24,000							\$24,000
Discr.RF-Capital	\$128,600	\$31,000	\$31,000	\$31,000	\$31,000	\$31,000		\$283,600
<b>Total Capital Funding Sources</b>	<b>\$176,600</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>	<b>\$31,000</b>		<b>\$331,600</b>

**Other Information**

Station 1 at full complement has 20 volunteer firefighters.

Station 2 Lefroy has 20 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 20 volunteer firefighters.

Station 5 Big Bay Point has 20 Volunteer firefighters and 20 career firefighters.

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:** FIRE61  
**Project Name:** Replacement Gas Detection Devices

**Project Description**  
 The devices used to detect hazardous gases will reach the end of service life in 2021. To ensure initial responding crews are able to accurately detect hazardous gases such as carbon monoxide, propane, natural gas and hydrogen sulfide.

**Project Justification**  
 The current devices are requiring regular service and repair annually, making it more feasible to replace than repair. Technology changes have resulted in better, more accurate devices that can provide increased levels of protection for our staff.

**Project Implications**  
 Replacing all units at the same time should result in better pricing and will ensure auxiliary equipment (chargers, bump testers) is compatible with all units.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Equipment/Fleet	\$10,000						\$10,000
<b>Total Capital Costs</b>	<b>\$10,000</b>						<b>\$10,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$10,000						\$10,000
<b>Total Capital Funding Sources</b>	<b>\$10,000</b>						<b>\$10,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE65  
**Project Name:** Emergency Preparation

**Project Description**  
 Measures need to be taken to ensure the Town has a sufficient supply of equipment, in preparation for future emergencies.

**Project Justification**  
 One measure will be to create a stockpile of medical PPE (medical gloves, N95 masks, gowns, thermometers, disinfectant, etc) and other supplies.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials (PPE stockpiling, etc)	\$25,000	\$25,000					\$50,000
<b>Total Capital Costs</b>	<b>\$25,000</b>	<b>\$25,000</b>					<b>\$50,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$25,000	\$25,000					\$50,000
<b>Total Capital Funding Sources</b>	<b>\$25,000</b>	<b>\$25,000</b>					<b>\$50,000</b>

**Other Information**  
 Placeholder for now. Consultation with other departments is needed (IT, Operations, Health & Wellness).

### Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FIRE66  
**Project Name:** Replacement Fire Records Management System

**Project Description**  
 Replacement for current system (Firehouse). Barrie Fire will be replacing their system for dispatch and record keeping. All Departments dispatched by Barrie Fire will be required to use the same system.

**Project Justification**  
 All information around emergency response must be recorded and securely stored. A new records management system to keep this information is an operational requirement.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials (Software/Hardware)	\$50,000						\$50,000
<b>Total Capital Costs</b>	<b>\$50,000</b>						<b>\$50,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$50,000						\$50,000
<b>Total Capital Funding Sources</b>	<b>\$50,000</b>						<b>\$50,000</b>

Net Annual Operating Budget Impact	2021	2022	2023	2024	2025
Annual Maintenance Fee		\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Operating Budget Impact</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT235  
**Project Name:** Replacement Fire Tanker 3 Unit 07-169

**Project Description**

This project will replace Tank #3 which is an extra-large capacity water tanker with an onboard pump. It also acts as a blocker vehicle on Hwy 400 to create at "safe zone" for emergency workers while working on the Hwy.

**Project Justification**

As per the fleet policy, this truck is due for replacement at 15 years of age. A 2500-3000 gallon model with an onboard pump will be purchased to replace the current unit. A tanker of this size is vital in providing water for firefighting to locations in Innisfil that are not serviced by hydrants. This tanker is also important for accident call on Highway 400. It's large size provides protection as a blocker to keep fire crews safe when working on the highway.

**Project Implications**

Should this vehicle not be replaced as suggested, Innisfil would not maintain Tanker Shuttle Accreditation, as all initial response tankers must be under 15 years old to maintain this Accreditation (due to reliability issues with older vehicles).

**Fleet Detail**

**Unit Number:** 07-169  
**Year of Vehicle:** 2007  
**Lifespan of Vehicle:** 15 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Materials (Radio, Lights etc)	\$25,000						\$25,000
Equipment/Fleet	\$425,000						\$425,000
<b>Total Capital Costs</b>	<b>\$450,000</b>						<b>\$450,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$450,000						\$450,000
<b>Total Capital Funding Sources</b>	<b>\$450,000</b>						<b>\$450,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Reduce repair line	-\$750	-\$750			
<b>Total Operating Budget Impact</b>	<b>-\$750</b>	<b>-\$750</b>			



## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT253  
**Project Name:** Replacement Fire Pumper 2 Unit 06-166

**Project Description**

This project will replace Fire Pumper #2 which is housed at the Lefroy station. A reliable Pumper truck is required at each fire station to allow for a rapid response to emergencies in the area. This vehicle is the main apparatus used at fire or motor vehicle collisions. It supplies water to the firefighters for suppression operations.

**Project Justification**

The current pumper truck was purchased in 2006. As per the Fleet Management policy, it is due for replacement when it reaches 15 years of age. This is to ensure reliable operation. Should a pumper truck experience a major mechanical breakdown, fire suppression activities become extremely limited. NFPA Standards were taken into consideration when developing the Fleet Management policy. These standards state replacement guidelines around all front-line pumpers.

**Project Implications**

Should a front-line pumper truck experience a major mechanical breakdown, fire suppression activities would be negatively effected, as a truck from another area would need to take over the initial response. This would result in increased fire loss. Having older front-line fire apparatus could result in higher fire insurance rates for residents and businesses.

**Fleet Detail**

**Unit Number:** 06-166  
**Year of Vehicle:** 2006  
**Lifespan of Vehicle:** 15 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials (Lighting/Radio Etc)	\$25,000						\$25,000
Materials (Vehicle & Equipment)	\$555,000						\$555,000
<b>Total Capital Costs</b>	<b>\$580,000</b>						<b>\$580,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$580,000						\$580,000
<b>Total Capital Funding Sources</b>	<b>\$580,000</b>						<b>\$580,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Reduce annual maintenance costs (due to warranty)	-\$750	-\$750			
<b>Total Operating Budget Impact</b>	<b>-\$750</b>	<b>-\$750</b>			

## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT254  
**Project Name:** Replacement Fire Pumper 4 Unit 07-167

**Project Description**

This project will replace Fire Pumper #4 which is out of the Cookstown station. A reliable Pumper truck is required at each fire station to allow for a rapid response to emergencies in the area. This vehicle is the main apparatus used at fire or motor vehicle collisions. It supplies water to the firefighters for suppression operations.

**Project Justification**

The current pumper truck was purchased in 2007. As per the Fleet Management policy, it is due for replacement when it reaches 15 years of age. This is to ensure reliable operation. Should a pumper truck experience mechanical breakdown, fire suppression activities become extremely limited. NFPA Standards were taken into consideration when developing the Fleet Management policy. These standards state replacement guidelines around all front-line pumpers.

**Project Implications**

Should a front-line pumper truck experience a mechanical breakdown, fire suppression activities be negatively effected, as a truck from another area would have to become the initial response. This would result in increased fire loss. Having older front-line fire apparatus could result in higher fire insurance rates for residents and businesses.

**Fleet Detail**

**Unit Number:** 07-167  
**Year of Vehicle:** 2007  
**Lifespan of Vehicle:** 15 Years as per Fleet Policy  
**Purchase Type:** Replacement  
**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Materials (Radio/Lighting etc)	\$25,000						\$25,000
Equipment/Fleet	\$555,000						\$555,000
<b>Total Capital Costs</b>	<b>\$580,000</b>						<b>\$580,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$580,000						\$580,000
<b>Total Capital Funding Sources</b>	<b>\$580,000</b>						<b>\$580,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Reduce annual maintenance costs (due to warranty)	-\$750	-\$750			
<b>Total Operating Budget Impact</b>	<b>-\$750</b>	<b>-\$750</b>			

## Capital Budget Project Detail Sheet

**Service Area:** Fire  
**Project Number:** FLT287  
**Project Name:** Replacement Fire Safety/Education Trailer

**Project Description**  
 This project is to replace the existing fire safety/education trailer.

**Project Justification**  
 Education is crucial when it comes to the fire safety of the public. The existing trailer is used very often to educate residents about fire safety. Every year, all students from JK to Grade 3 visit this trailer as part of Fire Safety Week. This trailer attends community events, fairs, and Farmer's Markets to spread information about Fire Safety. Annually, over 4000 children visit the trailer and learn how to properly call 911, crawl under smoke, and safely escape to a meeting place. Twice in the last four years, work has been done to remove mould caused by leaks due to age. This presents a Health and Safety concern for our staff and the children who attend the trailer.

**Project Implications**  
 To not replace this Safety/Education Trailer would result in significant dollars being spent to rebuild the existing unit. It is much more cost effective to replace.

**Fleet Detail**  
**Unit Number:** 07-168  
**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)

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Equipment/Fleet	\$85,000						\$85,000
<b>Total Capital Costs</b>	<b>\$85,000</b>						<b>\$85,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Reserve-Vehicle Deprec.(Others)	\$85,000						\$85,000
<b>Total Capital Funding Sources</b>	<b>\$85,000</b>						<b>\$85,000</b>

# Community Standards

## Service Business Plan

**\$1 per month\***

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 = The price for a lemon

\*See pg. 18 for details.

### **Our Team**

The Community Standards team is led by Barrie Vickers, Chief Building Official, and is supported by Community Development Standards Branch.

### **Our Services**

The Community Standards team facilitates enjoyment and safety of public and private property use by encouraging awareness and compliance with our official community standards through administering municipal by-laws. During the COVID-19 pandemic, our team has played a critical role by enforcing public health by-laws that help contain the spread of the virus. We also doubled our efforts to enforce parking by-laws that ensured our residents were first to enjoy our parks and other amenities.

**Animal Control** - We license dogs, manage dogs running at large (lost), and care for and shelter lost and abandoned dogs. We investigate predation claims from wild predators and domestic livestock control issues. We enforce Dog Owner Liability Act charges and work in conjunction with the Simcoe Muskoka District Health Unit when dog attacks occur.

**Parking Enforcement** - We ensure public safety in terms of parked vehicles on public roads, public property and



keeping municipal roads clear for municipal operations.

**Clean Communities & Building Maintenance** - We ensure the ongoing upkeep of private yards as well as buildings and structures through public education, orders, remediation or removal and court proceedings.

**Other By-law Enforcement:** We enforce the municipality's by-laws including Zoning, Smoking, Business Licensing, Fence/ Pools, Burn Permits, Fireworks, Signs, Water Conservation, etc. Additional details are provided below:

*Parks* - We ensure posted rules and regulations under the Parks By-law are enforced within Innisfil Beach Park and parkettes throughout Innisfil. We maintain a seasonal presence, mostly in the summer months.

*Noise* - We ensure community standards are upheld relative to the time of day, location and intensity of noise production.

*Community Planning By-law* – We ensure the use of land, character, and location of buildings and structures for the promotion of ecologically sound and safe development along Lake Simcoe shoreline.

*Site Alteration/ Drainage* - We ensure removing/ importing of fill and site alteration is done with approved material. Confirm surface water drainage is addressed to mitigate potential property damage and adverse drainage patterns.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of complaint cases opened*	1,587	1,586	1,966	3,200**	2,850	3,420



Performance Measure	Actual			Projected		
Avg # of days to close a case	27	23	20	<20	<20	<20
% of cases closed within year	96%	96%	96%	96%	>96%	>96%

Note: \* Types of complaint cases include parking, noise, clean communities, fence, building maintenance, and other  
 \*\* Large increase in number of complaints attributed to COVID-19 pandemic



### How Our Budget Aligns With Innovative Innisfil 2030

- 2.1 *Connect: Develop Unified Town Identity* – Our team takes the opportunity to repair neighborhood relationships, resolve disputes and support one another to live in a united community.
- 3.2 *Sustain: Promote Environmental Sustainability*– We help the community maintain their own environment to a standard that allows all residents to live in an inclusive, safe and environmentally friendly community.







## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Animal Registration Process Changes, Cut Down on Kennel Time and Costs	One-time dog licence, cut down on renewal for expired licences, issuing letters. More dogs with ID tags for faster return of dogs found running at large.	Q4 2021	Operating	N/A
3.2	Review and Update By-laws	Site Alteration By-law to better control fill sites and work in harmony with Conservation Authorities.	Q2 2022	Operating	N/A
3.2	Urban Forest Management Plan & By-law	Create a streamlined process for County, conservation authority, and Town departments to manage natural heritage features and urban tree removal in accordance with the current Tree Removal By-law.	Q4 2021	Capital	PLN79
N/A	Create and Maintain "Tracker" App for Proactive Activities	Creation and implementation of an app used to highlight proactive work done without a complaint. From warnings issued and compliance achieved without tickets or charges issued.	Q2 2021	Operating	N/A



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Community Standards</b>							
Animal Control	73,689	77,736	4,047	5.49%	79,954	2,218	2.85%
Parking Enforcement	(25,973)	(30,747)	(4,774)	18.38%	(25,775)	4,972	(16.17%)
Clean Communities & Building Maintenance	104,028	138,499	34,471	33.14%	143,168	4,669	3.37%
Other By-Law Enforcement	55,250	76,150	20,900	37.83%	78,473	2,323	3.05%
<b>Total Community Standards</b>	<b>\$206,994</b>	<b>\$261,638</b>	<b>\$54,644</b>	<b>26.40%</b>	<b>\$275,820</b>	<b>\$14,182</b>	<b>5.42%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
User Fees, Licences and Fines	(32,000)	-	1
Wages & Benefits	102,413	13,961	2
Contracted Services	(20,000)	-	3
Other	4,231	221	4
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$54,644</b>	<b>\$14,182</b>	

### **Note: Explanation of Change**

(1) Increase in 2021 reflects an anticipated increase in parking fine revenue. This captures an increase in parking fines

approved by Council in 2020 (DSR-110-20). This is partially offset by a decrease in dog licence revenue to reflect prior year actuals.

(2) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

(3) 2021 reflects a decrease in animal control costs related to a new contract.

(4) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM35 Electric Vehicle Charging Station at Town Hall	161,200	-
<b>Total Community Standards Projects</b>	<b>\$161,200</b>	<b>\$0</b>



## Capital Budget Project Detail Sheet

**Service Area:** Inspection  
**Project Number:** ADM35  
**Project Name:** Electric Vehicle Charging Station at Town Hall

### Project Description

To install one Electric Vehicle Level 3 charging station and one Level 2 charging station at the Town Campus.

### Project Justification

In support of Council objectives promoting environmental stewardship and sustainability, Innisfil's vehicle fleet should incorporate electric vehicles where viable. Furthermore, public access to Electric Vehicle (EV) charging stations may generate revenue and fulfil a growing demand for this amenity.

Plug-in electric car sales substantially improved in Canada during the first three months of 2020, according to the report provided by Electric Mobility Canada.

The total volume of all-electric (BEV), plug-in hybrid (PHEV) and hydrogen fuel cell (FCVs) cars amounted to 11,978, which is about 50% more than in Q1 2019 (7,999).

### Project Implications

Currently, residents who reside and work within the municipality must leave the community to access public charging stations. Similarly, tourists and visitors are unable to access charging stations within Innisfil.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Materials (EV Cables)	\$6,000						\$6,000
Equipment/Fleet (EV Chargers)	\$80,000						\$80,000
Other (Warranty, AMC and shipping)	\$25,200						\$25,200
Other (Installation)	\$50,000						\$50,000
<b>Total Capital Costs</b>	<b>\$161,200</b>						<b>\$161,200</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
ARS	\$161,200						\$161,200
<b>Total Capital Funding Sources</b>	<b>\$161,200</b>						<b>\$161,200</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Annual Maintenance Fees		\$1,500	\$1,500	\$1,500	\$1,500
Revenue from Charging Stations	-\$400	-\$400	-\$400	-\$400	-\$400
<b>Total Operating Budget Impact</b>	<b>-\$400</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$1,100</b>	<b>\$1,100</b>

#### **Other Information**

This project has been priced based on the availability of installed conduit.  
Supports Strategic Plan Initiative 3.4.3, 3.4.4 & 1.1.3

# Source Water Protection

## Service Business Plan

**\$3** per month\*



= The price for a pack of bottled water

\*See pg. 18 for details.



The Source Water Protection team is led by Barrie Vickers, Chief Building Official, and is supported by Community Development Standards Branch, Planning, and Conservation Authorities (Lake Simcoe Region Conservation Authority & Nottawasaga Valley Conservation Authority).



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.

**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.



### Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Number of systems inspected*	88	129	817	300	368	368

Note: \* Approx. 1,800 systems, re-inspected on a 5-year cycle



### How Our Budget Aligns With Innovative Innisfil 2030

3.2 *Sustain: Promote Environmental Sustainability* – We promote environmental stewardship and sustainability through the Septic Re-Inspection Program and community engagement.





**Roadmap: Our Innovative Innisfil 2030 Goals**

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.2	Collaboration with External Agencies	Collaboration with Lake Simcoe Region Conservation Authority, Nottawasaga Valley Conservation Authority, Department of Fisheries and Oceans, Ministry of Natural Resources and Forestry.	Ongoing	Operating	N/A
3.2	Septic Re-Inspection Program	Program to meet the provincially mandated requirements to protect the quality of our drinking water and environment by identifying malfunctioning septic systems that may be contributing to the contamination of Lake Simcoe.	Ongoing (5-year renewing cycle)	Operating	N/A
3.2	Continue P1, P2, P3 inspections	Inspection rotation every 5 years or until municipal services are provided.	Q4 2022	Operating	N/A







# Our Operating Budget Overview

**Budget Displayed by Service**

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Source Water Protection</b>							
Septic Re-inspection Certificate	-	-	-	-	-	-	-
Conservation Authorities	493,296	513,160	19,864	4.03%	531,776	18,616	3.63%
<b>Total Source Water Protection</b>	<b>\$493,296</b>	<b>\$513,160</b>	<b>\$19,864</b>	<b>4.03%</b>	<b>\$531,776</b>	<b>\$18,616</b>	<b>3.63%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

**Summary of Year over Year Change**

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Permits & Other Development Fees	(14,020)	-	1
Wages & Benefits	(8,798)	1,615	2
Other	2,225	31	3
Transfer from Reserve & Reserve Funds	20,593	(1,646)	4
Lake Simcoe Region Conservation Authority (LSRCA)	7,488	9,341	5
Nottawasaga Conservation Authority (NVCA)	12,376	9,275	5
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$19,864</b>	<b>\$18,616</b>	

**Note: Explanation of Change**

(1) Anticipated increase in septic fee revenue.



**(2)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

**(3)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

**(4)** Transfer from inspection reserve to fund septic re-inspection services. This creates a net impact on the tax levy of \$0, as shown above on the Septic Re-inspection Certificate line in the financial table.

**(5)** Estimated increase in contribution to the NVCA and LSRCA. For further details please see Appendix B.



# Police Services

## Service Business Plan



The Police Services team is led by Andrew Fletcher, Chief of Police, and is supported by Bradford West Gwillimbury/Innisfil Police Services Board.



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 reviewed 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 capital needs.

**\$50** per month\*



= The price for a toaster

\*See pg. 18 for details.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Collaboration with South Simcoe Police Service	Collaboration with South Simcoe Police Service.	Ongoing	Operating	N/A



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Police Services</b>							
Policing Services	10,777,899	11,421,621	643,722	5.97%	11,992,437	570,816	5.00%
<b>Total Police Services</b>	<b>\$ 10,777,899</b>	<b>\$ 11,421,621</b>	<b>\$643,722</b>	<b>5.97%</b>	<b>\$ 11,992,437</b>	<b>\$570,816</b>	<b>5.00%</b>



# Stormwater Management Service Business Plan



The Stormwater Management team is led by the Operations Director, and is supported by Operations and Engineering.



We help minimize the impact of flooding and polluted runoff flowing into our rivers, streams, and Lake Simcoe, and reduce the strain that stormwater places on our municipal infrastructure. Innisfil is fortunate to be part of the headwaters for the Nottawasaga River and also have the beauty of Lake Simcoe as our easterly border. Providing stormwater management services ensures that residents are protected while preserving both bodies of water.

**Stormwater Management** - Stormwater management reduces impacts of polluted runoff flowing into lakes, rivers and streams, and reduces the strain that stormwater places on our municipal infrastructure including ditches, culverts, storm sewers and stormwater management facilities. Stormwater refers to rainwater or snow melt that flows over roads, parking lots, lawns, buildings, and other sites throughout the Town.

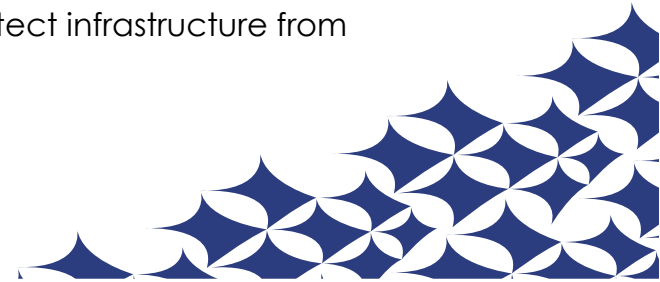
We provide inspection, maintenance, repair, rehabilitation, retrofit and reconstruction to the Town's stormwater network. Providing residents, businesses and visitors with a system designed to protect infrastructure from

\$4 per month\*



= The price for a pack of bagels

\*See pg. 18 for details.



flooding and to collect polluted sediments helps prevent release into our streams, rivers, and Lake Simcoe. Key activities include annual inspection and maintenance of ponds and wetlands, stormwater sewers, ditches, culverts, oil grit separators and low impact development (LID) features.

**Municipal Drains** - Municipal drains are drainage systems, located on both public and private lands, adopted by by-law under the provisions of the Drainage Act. As per the Drainage Act, the Town is responsible for the maintenance of any drainage works constructed under its authority. We provide inspection, maintenance, repair, improvement and construction to the Town's municipal drain network, which is a vital component of the local infrastructure. Key activities include annual drain inspections, maintenance, or projects to improve or establish new drains.



### Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of stormwater ponds	38	39	42	42	42	47
# of municipal drains	24	24	24	24	24	24
# of oil grit separator (OGS) units	4	4	4	5	5	9
% of ponds, drains and oil grit separator units inspected annually	77%	100%	100%	100%	100%	100%
Municipal Drains in fair or better condition*	42%	50%	58%	62%	70%	75%
Storm Water Management (SWM) ponds in fair or better condition*	41%	41%	49%	51%	54%	56%



Note: \* Fair Condition: In working condition, however, minor improvements may be required with next 3 years to return pond/drain to designed condition. Ratings of lesser conditions are still functional but are not up to design standards and/or basic level of quality control.



## How Our Budget Aligns With *Innovative Innisfil 2030*

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- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – The operating budget is used for annual inspection and maintenance of stormwater and municipal drains and this ensures that our infrastructure is operating as designed. This portfolio also looks at watershed areas that have or may result in local flooding, such as at Belle Aire Creek and Little Cedar Creek, and makes changes to protect the local community and infrastructure. Making proactive improvements such as culvert replacements and ditching protects our community.
- 3.2 *Sustain: Promote Environmental Sustainability* – At our stormwater ponds, activities like inspection, clean out and maintenance are conducted to ensure that the ponds have the required capacity and are working properly so they continue to protect and sustain our water resources and the environment.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.2	Flooding Strategy & Stormwater Management Master Plan Update	Strategy to mitigate annual flooding throughout the Town, including incorporation of the Stormwater Management Master Plan and Stormwater Policy updates.	Q2 2022	Capital	ENG59
3.1	South Innisfil Creek Drain Improvement	Improvement report under S.78 of the Drainage Act on existing Municipal Drain which is the Town's legislative responsibility for the Town to manage and maintain. This is a Council approved project.	Ongoing	Capital	RDS169
3.2	Various Roads - Drainage Improvements – 2021/2022 Program	Mitigation of annual flooding in order to meet minimum maintenance standards and reduce operational resources required during these events.	Q4 2022	Capital	RDS266





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Stormwater Management</b>							
Stormwater Management	790,220	722,690	(67,530)	(8.55%)	730,580	7,890	1.09%
Municipal Drains	112,761	84,724	(28,037)	(24.86%)	85,449	725	0.86%
<b>Total Stormwater Management</b>	<b>\$902,981</b>	<b>\$807,414</b>	<b>\$(95,567)</b>	<b>(10.58%)</b>	<b>\$816,029</b>	<b>\$8,615</b>	<b>1.07%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Wages & Benefits	5,106	8,404	1
Other	(100,673)	211	2
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(95,567)</b>	<b>\$8,615</b>	

### **Note: Explanation of Change**

**(1)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

**(2)** Reflects adjustments made to allocation methods and how services are reported. This change is offset by Community Hubs.





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ENG59 Flooding Strategy and Stormwater Management Master Plan Update	393,382	-
RDS172 Stormwater Pond Cleanout/Retrofit Program	630,175	649,080
RDS221 Emerald Ash Borer Management Program	257,500	265,225
RDS266 Various Roads - Drainage Improvement Program	1,153,540	875,243
RDS274 Stormwater CCTV Inspections	106,090	109,273
RDS364 Carson Creek Drain Improvements	1,423,091	-
SWM5 Belle Aire Creek Diversion & Wetland Creation	6,722,142	-
<b>Total Stormwater Management Projects</b>	<b>\$10,685,920</b>	<b>\$1,898,821</b>



## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** ENG59  
**Project Name:** Flooding Strategy and Stormwater Management Master Plan Update

### Project Description

The Stormwater Management Master Plan (SWM-MP) was completed in October 2016. It was subsequently approved by the Lake Simcoe Regional Conservation Authority (LSRCA) and Town Council in early 2017. The SWM-MP developed a 10 year capital implementation plan for stormwater improvements.

The SWM-MP satisfies the requirement to determine the effectiveness of the existing stormwater management systems in the Town and identify and evaluate stormwater improvements and retrofit opportunities.

The Master Plan Update will include the following;

- Determine and characterize the study area for each of the settlement areas within Innisfil;
- Evaluate the environmental impact of stormwater from existing and planned developments;
- Update recommended approaches for stormwater management for the study areas;
- Update an implementation plan for the recommended approaches;
- Update stormwater management facility assets and adjust programs for inspection and maintenance;
- Provision of an updated 10 year capital budget and phasing stormwater management improvement plan;
- Evaluate and include municipal drain information and mapping;
- Collect and analyze ditching and culvert information collected from Roads Needs Study update (RDS296) and provide recommendations for ditching and cross culvert replacement programs.

#### Innisfil Flooding Strategy

- The successful consultant will also be required to develop an Innisfil Flooding Mitigation Strategy which will include the following as deliverables:
  - Development of Innisfil flood zones for inclusion in the zoning bylaw or separate policy development so that the Town has the ability to restrict building/development in flood prone areas;
  - Research into innovate flood mitigation strategies and solutions;
  - Property acquisition strategy for flood areas;
  - LIDAR mapping for settlement areas in Innisfil + expansion lands;

**Project Justification**

In July 2009 The Lake Simcoe Protection Plan (LSPP) came into effect. This document is a comprehensive plan to protect and restore the ecological health of Lake Simcoe and its watershed. As part of the LSPP, all municipalities within the Lake Simcoe Region, governed by the LSRCA are required to have a Storm Water Management Program in place.

The SWM-MP must be updated every 5 years to remain in compliance with the Lake Simcoe Protection Act. Though not required by the Nottawasaga Valley Conservation Authority (NVCA), the Master Plan will also include areas of Innisfil that fall within the jurisdiction of the NVCA in order to have a comprehensive Innisfil Stormwater Management Master Plan.

Annual flooding has been of growing concern to the community and responding to annual flooding is currently resource intensive for the Town. Completing a Flooding Strategy will allow the Town to look more holistically at this concern, proactively identify areas of concern and potential strategies, explore innovative, cost effective and environmentally sustainable solutions, and create a prioritized action plan to be incorporated into the Town's 10 year capital budget planning.

This project supports the following Inspiring Innisfil Community Strategic Plan Objectives:

- 1.1 Plan and Manage for Growth
- 3.1 Maintain and Protect Existing Infrastructure
- 3.2 Promote Environmental Sustainability

**Project Implications**

If the SWM-MP Update is not completed, the Town would not be in compliance with the Lake Simcoe Protection Act.

If the Flooding Strategy is not completed, the Town would with our continue our current level of service and reactive approach with respect to annual flooding issues. A strategy is needed to allow the Town to identify and effectively prioritize areas of concern and create a plan for cost effective, environmentally sustainable and innovative solutions.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Internal Staff Charges (20%)	\$65,564					\$76,006	\$141,570
EA/Studies	\$327,818					\$380,032	\$707,850
<b>Total Capital Costs</b>	<b>\$393,382</b>					<b>\$456,038</b>	<b>\$849,420</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$196,691					\$228,019	\$424,710
Oblig.RF-Roads DCA (50% DC Funded #74/75 pg. 175)	\$196,691					\$228,019	\$424,710
<b>Total Capital Funding Sources</b>	<b>\$393,382</b>					<b>\$456,038</b>	<b>\$849,420</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS172  
**Project Name:** Stormwater Pond Cleanout/Retrofit Program

### Project Description

Due to the high levels of phosphorous loading's found in water the Town has implemented the Stormwater Pond Cleanout/Retrofit Program in hope to reduce the phosphorous levels that outlet into Lake Simcoe. This project consists of the design and construction of various stormwater ponds found throughout the Town as per the approved "Comprehensive Stormwater Management Master Plan Implementation Plan" (2016) and as per the LSRCA's "Stormwater Pond Maintenance and Anoxic Conditions Investigation" (2011).

This program includes one pond 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 implementation of drainage improvements will result in opportunities to minimize erosion, phosphorous loadings, and changes in water balance throughout the Lake Simcoe watershed which are in alignment with 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:

Sustain

3.1 - Maintain and Protect Existing Infrastructure

3.2 - Promote Environmental Sustainability

### Project Implications

If this program is not completed then the requirements of the Lake Simcoe Protection Plan and the LSRCA's Stormwater Pond Maintenance and Anoxic Conditions Investigation will not be met.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting ( Includes 10% Contingency)	\$2,217,000	\$466,796	\$480,800	\$495,224	\$510,081	\$525,383	\$2,873,010	\$7,568,294
Consulting/Engineering	\$56,250							\$56,250
Contingency	\$37,500							\$37,500
Internal Staff Charges (Engineering, Purchasing,Legal (10%))	\$66,600	\$46,680	\$48,080	\$49,522	\$51,008	\$52,538	\$287,301	\$601,729
Design/Engineering (Design (15%))	\$249,200	\$70,019	\$72,120	\$74,284	\$76,512	\$81,172	\$430,951	\$1,054,258
Design/Engineering (CA/CI (10%))	\$93,240	\$46,680	\$48,080	\$49,522	\$51,008	\$52,538	\$287,301	\$628,369
<b>Total Capital Costs</b>	<b>\$2,719,790</b>	<b>\$630,175</b>	<b>\$649,080</b>	<b>\$668,552</b>	<b>\$688,609</b>	<b>\$711,631</b>	<b>\$3,878,563</b>	<b>\$9,946,400</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Other	\$300,000							\$300,000
Discr.RF-Capital	\$2,419,790	\$630,175	\$649,080	\$668,552	\$688,609	\$711,631	\$3,878,563	\$9,646,400
<b>Total Capital Funding Sources</b>	<b>\$2,719,790</b>	<b>\$630,175</b>	<b>\$649,080</b>	<b>\$668,552</b>	<b>\$688,609</b>	<b>\$711,631</b>	<b>\$3,878,563</b>	<b>\$9,946,400</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Stormcepter Maintenance	\$8,200	\$8,500	\$8,700	\$9,000	\$9,300
<b>Total Operating Budget Impact</b>	<b>\$8,200</b>	<b>\$8,500</b>	<b>\$8,700</b>	<b>\$9,000</b>	<b>\$9,300</b>

#### Other Information

Proposed construction: 2022 South Shore Woods (13-3), 2023 Coralwoods (4-2), 2024 Victoria Green (9-3), 2025 Doral East (9-4), 2026 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.

South Shore Woods Schedule  
 Q2 2020 - RFP and Award  
 Q3, Q4 2020 - Design  
 Q2 2021 - Tender  
 Q3 2021 - Construction

**Coralwoods Schedule**

Q2 2021 - RFP and Award

Q3, Q4 2021 - Design

Q2 2022 - Tender

Q3 2022 - Construction

**Previn Court Schedule**

Q1 Q2 2022 - RFP and Award

Q3, Q4 2023 -- Design

Q2 2024 - Tender

Q3 &amp; Q4 - Construction

This is a ongoing program and numerous ponds have been cleaned out as part of this program such as Crossroads pond #8-4, Innisbrook Pond #7-5, Kempenfelt Bayside #13-1, Trillum Industrial #8-1 (2019), Brandy Lane #10-1 (2019), Village North Dempster #10-2 (2019). Monerepos #13-2 obtained an updated Environmental Compliance Approval (2020) and Southview #9-2 (2020).

Link to the Comprehensive Stormwater Management Master Plan:

<https://innisfil.ca/wp-content/uploads/2019/07/10.24.2016-Final-SWM-MP-October-2016-ID-179628.pdf>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS221  
**Project Name:** Emerald Ash Borer Management Program

### Project Description

In 2018, the Town of Innisfil obtained the services of Skelton, Brumwell & Associates Inc. to complete a Emerald Ash Borer (EAB) Assessment and Management Plan. Included in this report was a multi year management plan including the removal of over 1,000 Ash trees and replanting, as required, within the Town.

The EAB Management Plan breaks the Town into eleven Ash Management Areas (AMAs) which are to be managed with a proactive management strategy over the extent of this program.

### 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 Skelton, Brumwell & Associates Inc. finalized a long term EAB Management Plan in the summer of 2018. The management plan identified and assessed an inclusive Ash tree inventory for Innisfil, and quantified the impacts of the Emerald Ash Borer within the Town. The EAB Management Plan also broke the Town into eleven Ash Management Areas (AMAs) which are to be managed with a proactive management strategy over the a multi year program.

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 removal and disposal of trees and proposed replanting, as required.

This project supports the following Strategic Plan Objectives:  
 3.2 Promote Environmental Sustainability



**Project Implications**

The EAB Management Plan was completed in the summer of 2018 and the implementation to remove the Ash trees and replace, as required, started in 2019.

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.
- Phasing of removals, replanting, and other considerations to be implemented as control methods.
- Removal of Subdivision and Boulevard Ash trees in their entirety.
- Replanting of new trees, as required.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting (EAB activities)	\$500,000	\$257,500	\$265,225	\$273,182	\$281,377	\$289,819	\$298,513	\$2,165,616
Consulting/Engineering (EAB management plan)	\$25,000							\$25,000
Other (Communications / Advertising)	\$5,000							\$5,000
<b>Total Capital Costs</b>	<b>\$530,000</b>	<b>\$257,500</b>	<b>\$265,225</b>	<b>\$273,182</b>	<b>\$281,377</b>	<b>\$289,819</b>	<b>\$298,513</b>	<b>\$2,195,616</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$530,000	\$257,500	\$265,225	\$273,182	\$281,377	\$289,819	\$298,513	\$2,195,616
<b>Total Capital Funding Sources</b>	<b>\$530,000</b>	<b>\$257,500</b>	<b>\$265,225</b>	<b>\$273,182</b>	<b>\$281,377</b>	<b>\$289,819</b>	<b>\$298,513</b>	<b>\$2,195,616</b>

**Other Information**

As per the current 3-year contract, the average cost to remove and replant an Ash tree is approximately \$2,000 per tree which is roughly \$800 per tree more than the 2018 Emerald Ash Borer (EAB) Assessment and Management Plan. Staff are currently reviewing cost savings opportunities that are possible within the current contract.

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** RDS266  
**Project Name:** Various Roads - Drainage Improvement Program

### Project Description

Town Staff report that there are significant drainage concerns on the below roadways, resulting in the dedication of a significant amount of time and resources to mitigate annual flooding.

Town staff have reviewed the prioritized the need for drainage improvements and developed a new prioritization list as outlined below based on operational needs, Minimum Maintenance Standards and consultation with area residents.

1. Park Rd. 2021 Construction
2. Buchanan St. Tall Tree Ln/ Bon Secour Cres/ Goodfellow Ave.  
2020-2021 Study/Detailed Design/2022 Construction
3. Bayshore Road  
2021-2022 Study/Detailed Design /2023 Construction
4. 20th Sideroad between 9th Line & 10th Line  
2022-2023 Study/Detailed Design /2024 Construction
5. Blackwood Avenue/Timmins Avenue/Moyer Avenue Intersection  
2023-2024 Study/Detailed Design/ 2025 Construction
6. West Street  
2024-2025 Study/Detailed Design/2026 Construction
7. 30th Sideroad North  
2025-2026 Study/Detailed Design/ 2027 Construction
- 8 13th Line (East of Friday Drive)  
2026-2027 Study/Detailed Design/ 2028 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.)

Through completion of this program over the past few years it has been identified that in order to increase our level of service to what is being requested by the Public and Council and look for innovative solutions to alleviate these flooding and drainage concerns, that the budget for this program needed to be significantly increased from past years which is reflected below. Staff will continue to seek out available grant funding opportunities to help offset these costs.

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 Innovative Innisfil 2030 Strategic Plan objective:  
3.1 - Maintain & Protect Existing Infrastructure

**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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$609,000	\$795,887	\$583,495	\$601,000	\$619,030	\$637,601	\$3,486,663	\$7,332,676
Consulting/Engineering (CA/CI (7.5%))	\$23,175	\$59,692	\$43,762	\$45,075	\$46,427	\$47,820	\$261,500	\$527,451
Contingency (Remove line. Have included in Construction cost. )	\$48,400							\$48,400
Internal Staff Charges (Engineering, Purchasing, Legal 10% )	\$75,900	\$79,589	\$58,350	\$60,100	\$61,903	\$63,760	\$348,666	\$748,268
EA/Studies (Evaluation & Recommendation (7.5%))	\$105,500	\$19,400	\$43,762	\$45,075	\$46,427	\$47,820	\$261,500	\$569,484
Design/Engineering (Detailed Design (25%))	\$152,300	\$198,972	\$145,874	\$150,250	\$154,758	\$159,400	\$871,666	\$1,833,220
<b>Total Capital Costs</b>	<b>\$1,014,275</b>	<b>\$1,153,540</b>	<b>\$875,243</b>	<b>\$901,500</b>	<b>\$928,545</b>	<b>\$956,401</b>	<b>\$5,229,995</b>	<b>\$11,059,499</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$1,014,275	\$1,153,540	\$875,243	\$901,500	\$928,545	\$956,401	\$5,229,995	\$11,059,499
<b>Total Capital Funding Sources</b>	<b>\$1,014,275</b>	<b>\$1,153,540</b>	<b>\$875,243</b>	<b>\$901,500</b>	<b>\$928,545</b>	<b>\$956,401</b>	<b>\$5,229,995</b>	<b>\$11,059,499</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Materials & labour	-\$2,500	-\$16,700	-\$16,700	-\$16,700	-\$16,700
<b>Total Operating Budget Impact</b>	<b>-\$2,500</b>	<b>-\$16,700</b>	<b>-\$16,700</b>	<b>-\$16,700</b>	<b>-\$16,700</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS274  
**Project Name:** Stormwater CCTV Inspections

### 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 the Operations, Finance and Engineering Departments with detailed information on which pipes require immediate replacement versus those that can be planned for in the future.

This project supports the following Strategic Plan Objectives:  
 3.1 Maintain and Protect Existing Infrastructure

### 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 stormwater pipe network.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$265,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$652,956	\$1,481,202
<b>Total Capital Costs</b>	<b>\$265,000</b>	<b>\$106,090</b>	<b>\$109,273</b>	<b>\$112,551</b>	<b>\$115,927</b>	<b>\$119,405</b>	<b>\$652,956</b>	<b>\$1,481,202</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$265,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$652,956	\$1,481,202
<b>Total Capital Funding Sources</b>	<b>\$265,000</b>	<b>\$106,090</b>	<b>\$109,273</b>	<b>\$112,551</b>	<b>\$115,927</b>	<b>\$119,405</b>	<b>\$652,956</b>	<b>\$1,481,202</b>

### Other Information

Should the Town receive a favourable bidding, surplus funds at year end are carried forward to the next year to allow for additional inspections to be completed.

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** RDS364  
**Project Name:** Carson Creek Drain Improvements

### Project Description

An Improvement Report under Section 78 of the Drainage Act be completed on the existing Carson Creek Drain located in the Town of Innisfil.

### Project Justification

The Town currently has 24 municipal drains under its jurisdiction. The total length of the municipal drain network is approximately 75 km spread throughout the Town. It is the Town's responsibility to maintain each municipal drain in accordance to Section 74 of the Drainage Act.

Section 74 of the Drainage Act states:

"Any drainage works constructed under a by-law passed under this Act or any predecessor of this Act, relating to the construction or improvement of a drainage works by local assessment, shall be maintained and repaired by each local municipality through which it passes, to the extent that such drainage works lies within the limits of such municipality, at the expense of all the upstream lands and roads in any way assessed for the construction or improvement of the drainage works and in the proportion determined by the then current by-law pertaining thereto until, in the case of each municipality, such provision for maintenance or repair is varied or otherwise determined by an engineer in a report or on appeal therefrom."

In 2015, the Town obtained the services of R.J. Burnside & Associates Ltd. to complete an in depth and forecast work plan based on the file review and physical conditions of the municipal drains located within the Town's boundaries. As part of this report, it was indicated that procedural work was required for the Carson Creek Drain as the Town did not have all the necessary documentation to maintain the drain and levy the associated maintenance costs.

In June 2019, the Town's Drainage Superintendent submitted a Staff Report (DSR-084-19) recommending the Carson Creek Drain have a new Improvement Report under Section 78 of the Drainage Act prepared.

This project supports the following Strategic Plan Objectives:

- 3.1 Maintain and Protect Existing Infrastructure
- 3.2 Promote Environmental Sustainability

### Project Implications

It is a legislative responsibility to perform maintenance works and manage the municipal drain network within the Town boundaries.

This action under Section 78 of the Drainage Act reduces the associated risks and liabilities from doing nothing with the benefits of obtaining an Engineer's Improvement Report which will include an up-to-date watershed plan, profiles, assessment schedule and specification for the drain. This will also allow the Town to maintain and assess out maintenance costs on the Carson Creek Drain in the future.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Construction/Subcontracting	\$276,909	\$1,423,091						\$1,700,000
<b>Total Capital Costs</b>	<b>\$276,909</b>	<b>\$1,423,091</b>						<b>\$1,700,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Other (Developer Contributions)	\$276,909							\$276,909
Other (Municipal Drainage Charge)		\$946,170						\$946,170
Discr.RF-Capital		\$426,921						\$426,921
Grants - Provincial (Agricultural Grant)		\$50,000						\$50,000
<b>Total Capital Funding Sources</b>	<b>\$276,909</b>	<b>\$1,423,091</b>						<b>\$1,700,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Capital Engineering  
**Project Number:** SWM5  
**Project Name:** Belle Aire Creek Diversion & Wetland Creation

### Project Description

In collaboration with the Lake Simcoe Region Conservation Authority (LSRCA) and the Town of Innisfil (TOI), Greenland International Consulting Ltd. (Greenland) completed a Conservation Authority Class Environmental Assessment (EA) to address the chronic flooding that occurs in the South Alcona region of Innisfil. Residents have expressed concerns about public safety as well as the rising economic burden to repair annual damages.

The objective of the EA was to identify and evaluate engineering design options to address the chronic flooding issues which have persisted in the Belle Aire and Cedar Creek watersheds of South Alcona for many years. These design options included green infrastructure to assist with water quality and infiltration. The preferred stormwater management solution would minimize impacts to both the natural and social environments and would be technically feasible and economically sensible.

The recommended preferred solutions are:

#### Preferred Conveyance Solution

Upgrade Belle Aire Creek Channel and Culverts Capacity to Convey Existing 2-yr Storm.

This option includes the reshaping and cleanout of approximately 670m of Belle Aire Creek through the existing community north of Belle Aire Beach Road. Culvert replacements and improvements are also recommended at the intersections of Temple Avenue and Maple Road, with triple 900mm diameter culverts and twin 1.5m diameter culverts being proposed at each location respectively.

#### Preferred Storage Solution

By-Pass Flows Above 2-yr Storm to Existing Wetland via New Green Infrastructure Bypass/Storage Channel in 30m Buffer and Construct Earth Berms in 30m Buffer.

This option includes a flow split for storms above the 2-yr storm event that is directed into a green infrastructure bio-filtration channel (forebay) located at the south edge of the Little Cedar Creek Wetland, with berming to increase/facilitate wetland storage up to the 100-year storm event. The solution also includes a dual outlet system with most flows entering Little Cedar Creek and emergency discharge via a second high flow/emergency outlet channel on municipal property, directed towards Maple Road and ultimate to Lake Simcoe.

In the project's first year (2021), Town Staff will seek to close data gaps, conduct all of the outstanding studies, evaluate land acquisition requirements, evaluate and obtain all required permits and complete any negotiations required to complete detailed design.

Town staff will also look for grant funding opportunities including the next round of the NDMP funding.



### Project Justification

The targeted areas primarily focus on Belle Aire Creek (WN7). The creek has been compromised over the years due to urban development in the downstream reaches and as a result has a lower hydraulic capacity, which results in annual flood damages in excess of \$2 million.

Belle Aire Creek also experiences water quality issues due to erosion and nutrient loading (including phosphorus which exceeds Provincial Water Quality Objective levels).

Along the shoreline of Lake Simcoe, there are also residential buildings at an elevation within 0.5 metres of yearly high Lake Simcoe levels, and therefore, these properties are prone to seasonal flooding events as well.

Little Cedar Wetland is a highly important natural feature (and a designated Provincially Significant Wetland) with excess local flood storage capacity to help mitigate impacts from heavy rainfall and snowmelt.

Preliminary financial analysis completed during the Class EA estimated that this combined solution could reduce annualized flood damages from \$2.7 million to \$197,000 or a 91% reduction as compared to existing conditions.

Initial water quality modelling was also completed as part of the EA and it indicated that the preferred solution will also have tertiary water quality benefits including a net total phosphorus reduction to Lake Simcoe of approximately 10.3 kg per year.

### Project Implications

Surface water runoff will continue to pose problems with ponding, flooding, settling and wet conditions if these 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>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Land	\$1,030,000						\$1,030,000
Construction/Subcontracting	\$4,247,800						\$4,247,800
Consulting/Engineering ( Detailed Design/Studies)	\$566,500						\$566,500
Consulting/Engineering (CA/CI (5%))	\$233,197						\$233,197
Contingency (10%)	\$424,780						\$424,780
Internal Staff Charges (5% (2021) 2% (2022))	\$173,100						\$173,100
Design/Engineering (Design Support During Construction (1%))	\$46,765						\$46,765
<b>Total Capital Costs</b>	<b>\$6,722,142</b>						<b>\$6,722,142</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Other (Developer Contributions)	\$2,200,000						\$2,200,000
Discr.RF-Capital	\$4,522,142						\$4,522,142
<b>Total Capital Funding Sources</b>	<b>\$6,722,142</b>						<b>\$6,722,142</b>

# Internal Support Services Business Plans

- ◆ Financial Management
- ◆ Corporate Legal Advice & Support
- ◆ Corporate Finance
- ◆ People & Talent Management

- ◆ Corporate Management
- ◆ Fleet Management
- ◆ Information Technology
- ◆ Communications & Community Engagement
- ◆ Asset Management



# Financial Management

## Service Business Plan

### Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Financial Management team is led by Mike Melinyshyn, Chief Financial Officer & Corporate Services Director, and is supported by Financial Services.



**Financial Planning & Reporting** – We provide financial leadership, planning, advice, guidance and reporting to internal and external customers, including budget preparation and support. We're responsible for all statutory financial reporting in compliance with legislative requirements.

**General Accounting** – Our team delivers day-to-day transactional needs to Town-related accounts payable, accounts receivable, payroll, cash handling, bank deposits, account reconciliations, inquiries and issue resolution.

**Procurement** – We facilitate the Town's procurement of goods, services and construction in an open, fair and transparent process in compliance with the Town's Purchasing By-Law and legislated Trade Treaties (CETA/CFTA). We also oversee purchasing training, auditing, asset disposal, and the corporate p-card and vendor performance programs.

**Property Taxation** – This team manages 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.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Property tax arrears as a % of current year taxes billed	8.5%	8.2%	9.6%	14%*	12%*	10%*
% of AP payments made electronically	61%	66%	73%	93%**	94%**	96%**
Competitive Bid Cycle						
Avg. # of days to complete:						
Informal Request for Quotation	37	34	34	34	33	33
Informal Request for Proposal	60	57	54	52	51	51
Formal Request for Quotation	65	61	60	59	58	58
Request for Tender	69	65	64	63	62	62
Formal Request for Proposal	87	83	78	76	75	75
Request for Prequalification	87	83	78	76	75	75
Limited Tendering (Single/Sole/Emergency)	19	18	18	18	18	18

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
% of Capital planned spending spent	57%	70%	67%	41%	70%	72%
Operating Surplus (Deficit) as a % of the budgeted property tax levy (excluding Police & 1% Capital levy)	3.68%	2.7%	2.0%	-	+/- 3%	+/- 3%

Note: \* Financial relief was provided to property owners through the waiving of penalties and interest, and pausing the tax sale process. As a result we expect to see an increase in property tax arrears for the next couple of years.  
 \*\* As a result of COVID-19 and staff working remotely, electronic accounts payable payments have increased significantly.



## How Our Budget Aligns With Innovative Innisfil 2030

- 1.3 *Grow: Improve Service Offerings* – The Financial Management team provides creative solutions that enhance and create efficiencies to service delivery. One of our key areas of focus for this budget cycle will be the continued review and improvement of business processes that will result in improved service delivery to the community.
- 3.3 *Sustain: Ensure Financial Stability* – A critical component of Innovative Innisfil 2030 is to ensure the financial stability of the Town. We continue to establish and enhance financial policies and plans in maintaining this objective. As part of our role in the development of the budget, we foster an environment that is forward thinking in exploring new opportunities for increased revenues that ultimately will reduce the burden on the property taxpayer.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Process Improvements	Review of current processes to identify areas for process improvements, automation, cross-functional opportunities and sharing of services.	Ongoing	Operating	N/A
3.3	Budget Software Improvements	Gaps and issues in current budget software were identified. Software solutions reviewed by end of 2020, with implementation by Q4 of 2021.	Q4 2021	Capital	IT73
3.3	Financial Reporting and Analytics Improvements	Improved financial reporting, along with robust analytical capabilities. Software solutions reviewed by end of 2020, with implementation by Q4 of 2021.	Q4 2021	Capital	IT73



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Financial Management</b>							
Financial Planning & Reporting	577,033	722,200	145,167	25.16%	741,052	18,852	2.61%
General Accounting	392,255	240,812	(151,443)	(38.61%)	242,575	1,763	0.73%
Procurement	263,460	247,591	(15,869)	(6.02%)	252,651	5,060	2.04%
Property Taxation	204,318	142,263	(62,055)	(30.37%)	139,565	(2,698)	(1.90%)
<b>Total Financial Management</b>	<b>\$1,437,066</b>	<b>\$1,352,866</b>	<b>\$(84,200)</b>	<b>(5.86%)</b>	<b>\$1,375,843</b>	<b>\$22,977</b>	<b>1.70%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
User Fees, Licences and Fines	(91,192)	(14,316)	1
External Recoveries	(100,400)	(2,000)	2
Transfer from Reserve & Reserve Funds	(50,000)	-	3
Wages & Benefits	72,848	37,597	4
Materials & Supplies	6,000	-	5
Contracted Services	50,000	-	6
Internal Recoveries/Transfers	12,000	-	7
Other	16,544	1,696	8
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$ (84,200)</b>	<b>\$22,977</b>	



**Note: Explanation of Change**

- (1)** Increase in revenue related to the introduction of a “New Account Fee”. Other increases have been reflected in line with historical actuals.
- (2)** Increase in revenue from InnServices related to the recovery for CFO and Executive Business Partner positions.
- (3)** Reflects the funding from Capital reserves to offset consulting costs for grant writing services (see Note 6).
- (4)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the elimination of 1 co-op term and the addition of an Executive Business Partner that was repurposed from the Council Admin Assistant position. Impacts of this repurposed position will also be seen in the Council & Board Services service bundle.
- (5)** Anticipated increase in tax collection costs that are fully recovered through User Fees & Charges.
- (6)** Increase in consulting costs for grant writing services. This service will be funded from Capital reserves (see Note 3).
- (7)** Reflects a decrease in capital recoveries.
- (8)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM48 Update Long Range Financial Plan	-	60,000
<b>Total Financial Management Projects</b>	<b>\$0</b>	<b>\$60,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** Finance  
**Project Number:** ADM48  
**Project Name:** Update Long Range Financial Plan

**Project Description**

To update the long-range financial plan(LRFP) that was completed in 2016. This project will engage a consultant to update the Town's LRFP using existing policies, asset management plans, development charges background study, ten year capital plan and economic forecasts.

**Project Justification**

The Community Strategic Plan: Innovative Innisfil 2030 identifies the strategic goal and objective of sustain and ensure financial stability. The LRFP will be linked to the priorities and outcomes identified in Innovative Innisfil 2030. It will be a guideline that should encourage Council and administration to think about the future impact decisions made today have on the long-term sustainability of the Town.

**Project Implications**

A long-range financial plan is a critical planning document that guides staff and Council in making decisions. It is used to identify future financial challenges and opportunities through financial forecasting and analysis, and then based on that information, strategies are put in place to achieve financial sustainability. Without a LRFP the Town may not be implementing the necessary strategies to ensure financial sustainability.

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering	\$60,000						\$60,000
<b>Total Capital Costs</b>	<b>\$60,000</b>						<b>\$60,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS (55% BTE)	\$33,000						\$33,000
Oblig.RF-Gen. Govt DCA ( 45% DCs)	\$27,000						\$27,000
<b>Total Capital Funding Sources</b>	<b>\$60,000</b>						<b>\$60,000</b>

**Other Information**

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 project ADM48(Long-Term Financial Plan), 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.

# Corporate Legal Advice & Support Service Business Plan

## Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Corporate Legal Advice & Support team is led by Lee Parkin, Manager of Legal and Clerk Services, and is supported by both Legal and Clerks Services.



**Legal Advice** - We provide strategic legal advice on matters involving contracts, municipal law, labour relations, regulatory compliance and more.

**Real Estate Transaction Support** - We provide advice and document drafting support (e.g. contracts and agreements) 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, and closely monitoring regulatory changes due to the COVID-19 pandemic.

**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. As we adapt to the COVID-19 pandemic, our focus shifts to primarily electronic records management and changing best practices to meet our needs during this time. Proper records management is critical to the safe keeping of important documents and pieces of our municipal history.



### Measuring Progress

Performance Measure	Actuals			Projected		
	2017	2018	2019	2020	2021	2022
Total amount spent on external legal costs	\$221,835	\$358,307*	\$243,000	\$210,000	\$200,000	\$190,000
# of legal requests completed**	94	142	183	225	240	250

Note: \* Unusually high due in part to establishing Rizzardo Health & Wellness Centre opening and leasing needs

\*\* Services provided internally to Town, InnServices, and InnPower; increase in requests for 2020 in part due to COVID-19





## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.1 *Grow: Plan for and Manage Growth* – *Innovative Innisfil 2030* highlights the Town’s focus on an entrepreneurial environment and staying on the leading edge of innovation. Innovation brings the need for creative legal solutions for new and complex problems, and Corporate Legal Advice & Support provides that advice to help the Town continue to innovate through drafting agreements, assisting in negotiation, support for lobbying other levels of government, and defending the Town’s interests in various legal settings. One of our service area’s key focuses during this cycle will be on monitoring insurable claims and tracking data to help avoid drastic increases in premiums, as the Town and many municipalities across Ontario have seen in recent years. This may include potential lobbying in collaboration with other municipalities and associations to seek changes to the Province’s “Joint and Severability” rule for municipalities.



## Roadmap: Our *Innovative Innisfil 2030* Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
N/A	Legal Fee Optimization	We will continue to utilize internal in-house legal expertise in correlation to finding more cost effective alternatives to external legal fees, while maintaining fast resolutions.	Ongoing	Operating	N/A



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
2.4 3.2 3.3	Records Management Software Review	Our team will continue to explore and review the systems and software in place for records management to ensure we are meeting the needs of the organization in a virtual work environment so that staff can find information more quickly and efficiently to better serve the community.	Q1 2022	Operating	N/A
3.1	Risk Management Policy and Program Update	Update and leverage the Town's Risk Management Policy and Program to develop risk tolerance matrix with a focus on reducing risk and monitoring insurable claims. Ensures sufficient insurance coverage, reduce claims to reduce risk of insurance premium increases, and ensure the Town's interests are protected.	Q4 2021	Operating	N/A
3.3	Non Insurable Claims Summarization	We will summarize trends in non-insurable claims to assist in addressing future risks. Reduce number of small claims that are paid out.	Ongoing	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Corporate Legal Advice &amp; Support</b>							
Legal Advice	271,534	355,842	84,308	31.05%	356,292	450	0.13%
Real Estate Transaction Support	111,469	77,426	(34,043)	(30.54%)	78,310	884	1.14%
Litigation Support	143,008	137,019	(5,989)	(4.19%)	134,089	(2,930)	(2.14%)
Risk Management	141,080	136,864	(4,216)	(2.99%)	137,713	849	0.62%
Records Management	103,698	96,240	(7,458)	(7.19%)	100,737	4,497	4.67%
<b>Total Corporate Legal Advice &amp; Support</b>	<b>\$770,789</b>	<b>\$803,391</b>	<b>\$32,602</b>	<b>4.23%</b>	<b>\$807,141</b>	<b>\$3,750</b>	<b>0.47%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Wages & Benefits	81,244	6,334	1
Materials & Supplies	(20,000)	1,800	2
Contracted Services	(38,000)	(7,500)	3
Other	9,358	3,116	4
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$32,602</b>	<b>\$3,750</b>	



**Note: Explanation of Change**

**(1)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.

**(2)** Reflects anticipated decrease in insurance deductible costs, as well as realigning the JHSC expenses to the People & Talent Management service bundle.

**(3)** Reflects anticipated decrease in external legal costs related to general legal advice as we shift to taking on more work in-house.

**(4)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# People & Talent Management

## Service Business Plan

### Internal Support Service

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The People & Talent Management team is led by Amanda Pegg, Interim Shared Services Director & Manager of People & Talent, and is supported by People & Talent and Legal.



**Employee Relations** – We provide talent development and business support services to Town and affiliated organizations. This includes formal and ad hoc programs within learning and development, attraction and retention, total rewards, development planning, performance, and employee engagement. It includes long-term planning related to people strategy and advice in a variety of people-focused areas.

**Labour Relations** – Our team leads labour relations in collaboration with stakeholders. We oversee collective agreement negotiations and interpretations. We promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of our staff.

**Workplace Health and Wellness** – We promote health, safety and wellness through various programs and initiatives. Our team models and advocates for a positive, safe, healthy and supportive culture. We facilitate short and long-term disability management, accommodation plans and safe/early return to work programs. We also enforce health and safety legislative compliance.

The COVID-19 pandemic has demonstrated the team’s resiliency and reshaping of the People & Talent Management service delivery model. Significant virtual programs have been implemented, including virtual recruitment initiatives, as well as a robust virtual onboarding program. Learning and development offerings have also transitioned to virtual delivery for high quality and impactful learning opportunities. The learning management system (LMS) has been leveraged to support employee health, safety and wellness during COVID-19 through in-house content creation, education and safe work practices, and related health and safety content. Internal programs and processes have also evolved in support of the remote work environment to ensure business continuity.

In delivering People & Talent management services, we apply a broad *One Town, One Team* lens that promotes sharing of policies, programs and services, alignment of strategies and collaboration.



### Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of local youth employment opportunities	81	100	111	106	55*	55*
Total \$ received from summer job grants to assist youth employment	\$62,415	\$74,060	\$88,242	\$95,000	\$55,000*	\$55,000*
Average time to fill recruitment (days)	43	45	42	40	39	39
Employee turnover	4.6%	9.1%	7.6%	7%	6%	6%

Note: \* Impacted by COVID-19





## How Our Budget Aligns With *Innovative Innisfil 2030*

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Our team provides support in creating an organizational culture of continuous improvement and innovation. We enable staff through creative policy, skills development, networking opportunities and leadership at all levels to enact *Innovative Innisfil 2030* objectives.

We continue to align service offerings with the Human Resources Master Plan (2019).

- 1.3 *Grow: Improve Service Offerings* – By working with our leaders and staff, we help employees develop skills and drive to meet our community's needs. Since the onset of the COVID-19 pandemic, we helped our workforce transition to a remote workplace when possible and embraced health and safety training as our facilities reopened to the public. This allowed us to creatively deliver services and programs to the community, whether virtually or in-person.

We will continue to explore shared services across the *One Town, One Team* as a means of improving service offerings.

- 2.4 *Connect: Enhance Civic Engagement* – We will continue to partner with key stakeholders as we work to develop an inclusion and diversity program to solve shared problems and bring about positive social change.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.3	Modernize the Recruitment Applicant System and Experience	Streamline access to Town job openings and provide an intuitive and user-friendly experience for potential candidates.	Q2 2021	Capital	IT75
HR Master Plan, Talent Management	Performance Enhancement	Re-invent how we conduct performance evaluations in order to drive employee engagement and peak performance and in remote work environments.	Q4 2021	Operating	N/A
HR Master Plan, Talent Management	Enhanced Learning & Development	Continue to evolve as leaders in virtual and learning with robust partnerships (public & private). Formalize mentoring programs and solidify individual/group learning plans. All supported by a learning management system.	Q3 2021	Operating	N/A



Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
Health & Safety Excellence Program	Health & Safety Excellence	Implementation of the approved Health & Safety Excellence Program (WSIB program, in partnership with WSPS); reinforce commitment to employee health and wellness and supportive resources.	Ongoing	Operating	N/A
2.4	Diversity & Inclusion	Continue to partner with key stakeholders on the development of an inclusion and diversity program.	Ongoing	Operating	N/A
1.3 3.3	Shared Services (OTOT)	The exploration of shared services including across the <i>One Town, One Team</i> .	Q4 2021	Operating	N/A
N/A	Staff Resiliency Strategy	Continue to partner with key stakeholders on the development of staff resiliency strategy	Ongoing	Operating	N/A





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>People &amp; Talent Management</b>							
Employee Relations	616,838	583,319	(33,519)	(5.43%)	588,282	4,963	0.85%
Labour Relations	136,682	127,655	(9,027)	(6.60%)	128,929	1,274	1.00%
Workplace Health and Wellness	78,748	228,965	150,217	190.76%	231,275	2,310	1.01%
<b>Total People &amp; Talent Management</b>	<b>\$832,268</b>	<b>\$939,939</b>	<b>\$107,671</b>	<b>12.94%</b>	<b>\$948,486</b>	<b>\$8,547</b>	<b>0.91%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	(35,000)	-	1
Wages & Benefits	111,161	8,516	2
Materials & Supplies	38,000	-	3
Contracted Services	(5,000)	-	4
Other	(1,490)	31	5
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$107,671</b>	<b>\$8,547</b>	



**Note: Explanation of Change**

**(1)** Increased recoveries related to external participation in education and training courses offered to staff. Increased costs associated with expanding educational opportunities to external parties is reflected in materials & supplies below (see Note 3).

**(2)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the addition of a Health and Safety Partner which was converted from a Field Supervisor. Impacts of this repurposed position will also be seen in the Community Hubs, Roadway Network, and Parks & Recreation Spaces.

**(3)** Increase in education costs related to the external offering of education and training courses (see Note 1). In addition, workplace health and wellness costs have increased; partially for clothing and PPE related to safe work practices; and partially related to realigning the JHSC expenses from the Corporate Legal Advice & Support service bundle.

**(4)** Anticipated reduction in consulting costs as a result of partnerships with other municipalities.

**(5)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.





# Corporate Management Service Business Plan

## Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Corporate Management team is led by Jason Reynar, Chief Administrative Officer, and is supported by CAO's Office, Steering Group, Leadership Team, Library, and Business Performance.



**Corporate Performance and Management** - We monitor, manage and improve the performance metrics, processes, systems and strategic partnerships of the *One Town, One Team* organization.

**Strategic Planning and Innovation** - We disrupt, create, re-invent and re-design 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 One Town, One Team Partners** - Our aim is to align common strategies and goals across all *One Town, One Team* partners to fulfill the Community Strategic Plan objectives and achieve the future directions of the Town. Having a strong, aligned organization has meant all the difference in responding swiftly to the COVID-19 pandemic, ensuring we stay on target for long-term objectives while doing everything possible to keep our community safe.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
% of 2021/2022 II2030 Implementation Plan projects and initiatives on schedule	---	---	---	---	75%	85%
# of leadership team and all-staff workshops	---	12	11	10	10	10



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – We provide foundational support to maintain a corporate performance framework that drives continuous improvement and innovation across the *Innovative Innisfil 2030* objectives. Our team enables staff to develop and fulfill meaningful strategic goals and objectives through innovative and effective leadership and improved program measurement and reporting.



## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
1.1 1.2 3.3	Government Relations	We review and update the government relations plan with a focus on all <i>One Town, One Team</i> partners, seeking to leverage opportunities the provincial government.	Ongoing	Operating	N/A
2.3	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.	Ongoing	Operating	N/A
2.3	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.	Ongoing	Operating	N/A
1.3	Measurement and Reporting Progress	Ongoing program of performance reporting for service metrics, key performance indicators and	Ongoing	Operating	N/A

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
	of and Performance	progress reporting on the Implementation Plan for the Town.			



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021			2022		
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Corporate Management</b>							
Corporate Performance & Management	704,474	601,226	(103,248)	(14.66%)	622,092	20,866	3.47%
Strategic Planning & Innovation	449,379	361,390	(87,989)	(19.58%)	367,421	6,031	1.67%
Alignment Across Town Family Organizations	18,359	35,808	17,449	95.04%	36,126	318	0.89%
<b>Total Corporate Management</b>	<b>\$1,172,212</b>	<b>\$998,424</b>	<b>\$(173,788)</b>	<b>(14.83%)</b>	<b>\$1,025,639</b>	<b>\$27,215</b>	<b>2.73%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.



**Summary of Year over Year Change**

<b>Explanation of Change</b>	<b>2021 Year to Year Change</b>	<b>2022 Year to Year Change</b>	<b>Note</b>
Wages & Benefits	(136,296)	26,988	<b>1</b>
Materials & Supplies	(9,020)	-	<b>2</b>
Other	(28,472)	227	<b>3</b>
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(173,788)</b>	<b>\$27,215</b>	

**Note: Explanation of Change**

**(1)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the addition of the Head of Enterprise Strategy & Business Performance position, repurposed from the Manager of Engineering position, and the elimination of the Chief Transformation Officer which has been repurposed for the Director of Growth position. Impacts of these repurposed positions will also be seen in the Growing Communities service bundle. In addition to these changes, impacts related to the Asset Manager being repurposed to an Business Performance Specialist - Asset Management are also reflected in the 2021 change.

**(2)** Reflects reduction in education, office supplies, and other meeting costs.

**(3)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM20 Development Charges Background Study Update & Community Benefit Charges Strategy	150,000	-
<b>Total Corporate Management Projects</b>	<b>\$150,000</b>	<b>\$0</b>



## Capital Budget Project Detail Sheet

**Service Area:** Finance  
**Project Number:** ADM20  
**Project Name:** Development Charges Background Study Update & Community Benefit Charges Strategy

### Project Description

The Towns Development Charges Background Study (DCBS) was last completed in 2018. The Towns by-law must be updated at least every 5 years from the effective date of the by-law passage based on the requirements of the Development Charges Act. The current DC by-law expires Jan 1, 2024; however with the proposed Bill 108 changes, and the elimination of the 10% mandatory discount for "soft" services it is prudent for the Town to update the DCBS in 2021. This update will ensure that growth related costs are recovered from development charges to the extent permitted through the new regulations.

The Community Benefit Charges (CBC) Strategy will identify 'community benefits' that the Town would receive as a result of higher density development that occurs in Innisfil. Provincial legislation specifies that 'community benefits' may only be required from development in excess of 5 storeys or 10 units. The CBC Strategy will also consider updates to the Towns parkland dedication requirements and cash-in-lieu by-law.

### Project Justification

Development charges assist in funding capital projects required to meet the increased need for services resulting from growth and development. Development charge funds may only be used for the purpose for which they are collected.

This update to the DCBS study is in accordance with the Development Charges Act, 1997 and Ontario Regulation 82/98, that require, prior to the passing of a bylaw, a development charges background study be undertaken, with reference to:

- The forecasted amount, type and location of future development
- The average service levels provided in the Town over the 10-year period immediately preceding the preparation of the background study
- Capital cost calculations for each of eligible development charge service
- An examination of the long term capital and operating costs for the infrastructure required to service the forecasted development.

Not only is the Town required to update its Development Charges By-Law every 5 years, this project is also needed to respond to recent changes to the Ontario Planning Act and the Development Charges Act (through Bill 197). For example, changes to the Planning Act now require municipalities to adopt a Community Benefit Charges Strategy in order to implement what was previously referred to as 'density bonusing'. This strategy will update and replace the Town's existing Density Bonusing Implementation Guidelines, with considerations for parkland dedication, and will help minimize any impacts of higher density development within Innisfil.

### Project Implications

Not implementing a Community Benefit Charges Strategy will limit the Towns ability to adequately plan for the potential impacts of higher density development within Innisfil, while not updating the Towns Development Charges By-Law will impair the Towns ability to collect DCs to the fullest extent possible and appropriately plan for the costs of new development.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Consulting/Engineering (DCBS (90%))	\$70,000					\$81,200	\$151,200
Consulting/Engineering (CBC (45%))	\$30,000					\$34,800	\$64,800
Consulting/Engineering (CIL (45%))	\$25,000					\$29,000	\$54,000
Internal Staff Charges	\$25,000					\$29,000	\$54,000
<b>Total Capital Costs</b>	<b>\$150,000</b>					<b>\$174,000</b>	<b>\$324,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$44,700					\$51,852	\$96,552
Oblig.RF-Gen. Govt DCA (90% DC Funded 8.3.3 pg. 161)	\$75,600					\$87,696	\$163,296
Oblig.RF-Gen. Govt DCA (Future DC's estimated 45% eligible)	\$29,700					\$34,452	\$64,152
<b>Total Capital Funding Sources</b>	<b>\$150,000</b>					<b>\$174,000</b>	<b>\$324,000</b>

#### **Other Information**

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 ADM20 Development Charges Background Study Update & Community Benefit Charges Strategy, 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.



# Corporate Finance

## Service Business Plan

### Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Corporate Finance team is led by Mike Melinyshyn, Chief Financial Officer & Corporate Services Director, and is supported by the Leadership Team.



**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. Strong investment management helps build reserves for the renewal of municipal assets and ensures the integrity and transparency of our investment management process.





## How Our Budget Aligns With *Innovative Innisfil 2030*

- 3.3 *Sustain: Ensure Financial Stability* – Our team advocates for the building of capital reserves and maximizes the return of investments to ensure financial stability.



## Roadmap: Our *Innovative Innisfil 2030* Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1	Building of Capital Reserves	1% Capital Levy dedicated to the renewal of the Town's assets*	Ongoing	Operating	N/A
3.1	Optimizing Return on Investments	The optimization of investment returns will help build reserves for the renewal of Town assets	Ongoing	Operating	N/A

Note: \*As a result of the COVID-19 financial impacts on the community, the proposed 2021/2022 budget is not increasing the Capital Levy by 1% in 2021 or 2022.



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Corporate Financing</b>							
Corporate Financing	5,824,178	5,854,184	30,006	0.52%	5,445,478	(408,706)	(6.98%)
<b>Total Corporate Financing</b>	<b>\$5,824,178</b>	<b>\$5,854,184</b>	<b>\$30,006</b>	<b>0.52%</b>	<b>\$5,445,478</b>	<b>\$(408,706)</b>	<b>(6.98%)</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
PIL and Supplementary Taxes	(35,794)	-	1
Penalties & Interest	(102,000)	(61,000)	2
Investment Income	55,451	(20,000)	3
Shared Services	-	(150,000)	4
Wages & Benefits	43,574	(83,605)	5
Transfer from(to) Reserve & Reserve Funds	59,996	(83,852)	6
Internal Recoveries/Transfers	19,515	(3,374)	7
Other	(10,736)	(6,875)	8
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$ 30,006</b>	<b>\$ (408,706)</b>	

**Note: Explanation of Change**

- (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, net of transfers to reserve funds
- (2) Reflects increase in penalties and interest on tax arrears as a result of assessment growth and historical average.
- (3) 2021 reflects decreased interest income on cash and investment portfolio reflecting current financial market conditions, net of related transfers to reserve funds.
- (4) 2022 reflects anticipated savings from shared services initiatives.
- (5) 2021 represents a 1% cost of living increase for non-union staff, which is partially offset by savings related to freezes of non-union wages. Impacts from the savings related to freezes of non-union wages in 2021 are also seen in 2022.
- (6) Increase reflects a transfer to the fleet replacement reserve, an increase to the capital levy as a result of growth, and transfers to (from) the stabilization reserve in meeting budget targets. This increase is net of a reduction in transfers to ARS, as amounts granted to the Innisfil Community Foundation have now been reflected as a grant expenditure in the Community Prosperity service bundle. Transfers to (from) the tax rate stabilization reserve is 2021-\$24K, 2022-\$ (327K).
- (7) Decrease internal corporate transfers to/from departments as a result of less external billings in 2021.
- (8) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# Information Technology

## Service Business Plan

### Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Information Technology (IT) service is led by Grant Cowan, Manager of Information Technology, and consists of IT professionals from both the Town and Library.



We work closely with all service areas to provide process enhancements, new solution implementation, technical support and hardware/software upgrades. Using hardwired and wireless networks, staff enable connectivity for workers at all Town facilities and for remote users. Behind the scenes, IT staff install, maintain, upgrade and configure network security, enterprise servers, backup systems and communication systems to support the Town's various business systems and communication requirements. Additionally, IT works closely with InnPower IT and provides contracted IT services and solutions to InnServices and the Township of Essa.

During the early weeks of the COVID-19 pandemic, we provided a number of technology and software solutions to staff that made the transition to working from home seamless. We've seen how digital technologies allow us to continue daily operations while not in the building physically. We'll continue to propel the municipality into the virtual landscape and deliver more and improved digital services for residents. This plan is

in tandem with researching opportunities to increase connectivity across Innisfil for community members and the objectives of the IT/Digital Strategy (2020) Library Strategic Plan (2012). Initiatives are centered around digital transformation of both internal and external facing municipal services, innovation and building technology confidence within the community.

**Business Solutions** – We partner with service areas and departments to advise and plan technology initiatives. Our team implements, develops and enhances business solutions to better align the delivery of services with resident and department needs and available resources.

**GIS** – We create and maintain spatial databases and mapping solutions to enable business units to effectively perform various functions.

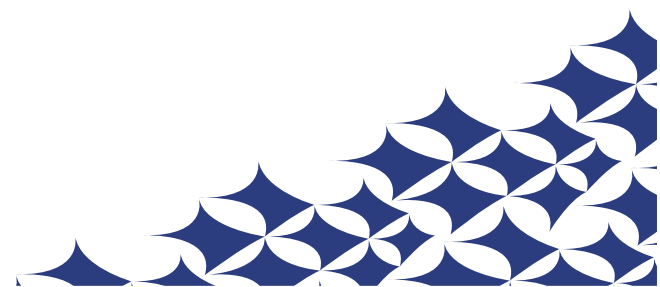
**IT Operations** – We configure, maintain, upgrade, secure and back up data networks, computer hardware, applications and telecommunication systems. Cyber security technologies and practices are built into our operations to protect networks, devices, programs and data from attack, damage, or unauthorized access.

**Helpdesk** – We provide ongoing helpdesk and technical support services to end users of the Town of Innisfil and contracted customers. We assist staff with technological needs to ensure teams can work efficiently and effectively.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of support tickets opened	3,992	4,263	5,456	5,300	5,300	5,300
# of support tickets closed	4,157	4,023	2,949	4,900	4,900	4,900



Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of GIS layers	-	-	-	355	380	405
# of published map services	-	-	-	89	114	139
IT support user satisfaction	85%	87%	88%	94%	95%	95%



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 1.3 *Grow: Improve Service Offerings* – We partner with service providers to advise and design enhancements to service delivery methods. Our digital solutions facilitate service delivery through continuous improvement and innovation. Our team provides foundational support in providing and maintaining the technical work environment and associated infrastructure.
- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Our team provides foundational support in providing and maintaining the technical work environment and associated infrastructure.



## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
2.4	Digital Services	Implement and enhance online digital services available to residents and businesses.	Q2 2021 (Initial Phase)	Capital	IT146
3.3	Business Systems & Process Enhancements	Replace and improve business systems and process to maximize organizational efficiency.	Ongoing	Capital	IT73
2.4	Internet Connectivity	Improve connectivity throughout Innisfil.	TBD	Capital	IT143
3.1	Security Audit	Perform a joint IT security audit with InnPower, InnServices and Library.	Q4 2021	Capital	IT130
3.1	Hardware Replacements	Design and implement innovative hardware solutions to meet evolving needs for remote working and changing business requirements.	Ongoing	Capital	IT63, IT70, LIB5, IT89, IT132, FLT387, IT141
3.3	Financial/ Project Reporting	Develop prototype dashboards and consolidated project information.	Q4 2021	Capital	IT73





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Information Technology</b>							
Helpdesk	229,448	257,112	27,664	12.06%	265,283	8,171	3.18%
GIS	60,318	45,785	(14,533)	(24.09%)	46,567	782	1.71%
New Business Solutions	351,600	242,481	(109,119)	(31.03%)	244,803	2,322	0.96%
IT Operations	662,947	719,364	56,417	8.51%	730,935	11,571	1.61%
<b>Total Information Technology</b>	<b>\$1,304,313</b>	<b>\$1,264,742</b>	<b>\$(39,571)</b>	<b>(3.03%)</b>	<b>\$1,287,588</b>	<b>\$22,846</b>	<b>1.81%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	(43,845)	(1,587)	1
Transfer from Reserve & Reserve Funds	(4,500)	-	2
Wages & Benefits	(30,148)	16,919	3
Materials & Supplies	15,925	3,600	4
Contracted Services	39,083	3,944	5
Other	(16,086)	(30)	6
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$(39,571)</b>	<b>\$22,846</b>	

**Note: Explanation of Change**

**(1)** Anticipated increased revenue related to developer recoveries and providing services to other municipalities.

**(2)** Decrease reflects a reduction to the computer replacement reserve transfer.

**(3)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the conversion of an IT Support Technician contract and the Business Performance Specialist contract into two full-time IT Support Technicians. Details on this conversion are outlined in a change request form at the end of this business plan.

**(4)** Increase in software annual maintenance.

**(5)** Increase in IT hosted and contracted services.

**(6)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
IT63 Hardware Replacements	80,000	80,000
IT70 Hardware Replacements - CDSB Building	15,000	20,000
IT73 Business Systems & Process Enhancements	-	75,000
IT89 IT Infrastructure Replacements	40,000	40,000
IT130 Network Security Updates	50,000	25,000
IT132 Card Access Technology Upgrade	60,000	60,000
IT140 IT Research & Development	10,000	10,000
IT141 Security Camera Replacements	25,000	-
IT143 Resident Internet	125,000	100,000
IT146 Digital Services	-	50,000
LIB5 Electronic Equipment - All Branches	59,053	67,955
<b>Total Information Technology Projects</b>	<b>\$464,053</b>	<b>\$527,955</b>



## Service Change Request

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**Proposed Service Level Change:** Convert 2 IT Support Contracts to Full-Time

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

**Current Service Level:**

6 Full-Time Employees (FTE): Manager of IT, System Administrator, IT Analyst (2), Programmer Analyst, GIS Analyst

Contract Positions: IT Support Contract (2)

**Business Case Rationale:**

Information Technology (IT) has had two long-term contract positions centered around IT Operations (help desk, networks, and computer hardware). These two positions are invaluable in providing contracted services to both InnServices and the Township of Essa, as well as providing additional department depth for immediate Town of Innisfil needs. Much of our helpdesk, PC replacement, and phone system maintenance falls to these positions.

An IT/Digital Strategy completed in early 2020 has outlined resources needed to help meet the identified needs in the strategy. These needs are centered around 4 main themes:

- Digital Services
- Process Efficiency
- SmartCity
- Digital Economy

These two positions will directly impact progress on all themes through their role in supporting underlying back-end infrastructure and providing end-user support. The strategy recommends the conversion of these positions from contract to permanent FTE. The COVID-19 pandemic has highlighted the dependency on IT products and

infrastructure to enable the Town to continue to offer services to residents and business while adhering to legislated physical distancing. Additionally, these positions provide the staff resource capacity to meet obligations of the service contracts IT has entered into with Essa Township and InnServices. Not having these positions would adversely affect capability of fulfilling these contracts.

These positions have grown to the point where they provide critical ongoing technical expertise and resourcing capacity beyond the help desk role. The knowledge and experience that these positions have established during their contract positions is substantial, and in the event that these positions became vacant, it could become challenging to fill these positions at the same level of caliber as the current contract holders. If this change request is not approved, the IT team would experience capacity challenges if these positions became vacant and needed to be filled again. There would also be ongoing impacts for some time after due to the learning curve required to become familiar with the Town and service area needs. By approving this change request, we can manage this risk and ensure that we can retain our skilled staff complement, ensuring that we can deliver quick and effective IT services to all internal and external customers.





## Financial Impact on the 2021-2022 Budget

Operating Budget Impact	2021 Full-Year Impact	2022 Full-Year Impact
<u>Revenues</u>	-	-
<u>Expenditures</u>		
Salaries (both positions)	111,854	118,622
Benefits (both positions)	38,132	39,908
IT Support Technician Contract (salary & benefits)	(63,930)	(68,298)
Business Systems Specialist Contract (salary & benefits)	(86,056)	(90,232)
	0	0
<b>Net Operating Budget Cost(Savings) to Tax Levy</b>	<b>\$0</b>	<b>\$0</b>
Capital Budget Impact	2021 Full-Year Impact	2022 Full-Year Impact
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</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 become obsolete and not meet the changing needs of the corporation.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Hardware (Replacement computer hardware)	\$345,000	\$80,000	\$80,000	\$85,000	\$85,000	\$85,000	\$445,000	\$1,205,000
<b>Total Capital Costs</b>	<b>\$345,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$445,000</b>	<b>\$1,205,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Reserve-Computer Deprec. (Replacement hardware)	\$345,000	\$80,000	\$80,000	\$85,000	\$85,000	\$85,000	\$445,000	\$1,205,000
<b>Total Capital Funding Sources</b>	<b>\$345,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$445,000</b>	<b>\$1,205,000</b>

### Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT70  
**Project Name:** Hardware Replacements - CDSB Building

**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.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Hardware (Replacement Hardware)	\$54,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$135,000	\$289,000
<b>Total Capital Costs</b>	<b>\$54,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$25,000</b>	<b>\$135,000</b>	<b>\$289,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Reserve-Inspect.Stabilization (Replacement Hardware)	\$54,000	\$15,000	\$20,000	\$20,000	\$20,000	\$25,000	\$135,000	\$289,000
<b>Total Capital Funding Sources</b>	<b>\$54,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$25,000</b>	<b>\$135,000</b>	<b>\$289,000</b>



## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT73  
**Project Name:** Business Systems & Process Enhancements

### Project Description

Enhancements and upgrades to internal process and corporate business systems to increase staff productivity and effectiveness.

Enhancements and upgrades to internal process and corporate business systems to increase staff productivity and effectiveness as recommended through the 2020 IT/Digital Strategy. Project will include process reviews, software upgrades, replacement and/or development.

### Project Justification

Existing core business systems and related process have been in place for number of years. Over this time, several changes have taken place both with the technology and with the needs of the municipality. The IT/Digital Strategy completed in 2020 recommended improvements in this area as one of four themes in the strategy. Some broad concepts in this theme include process design and digitization, mobile solutions, collaboration and better ways of analyzing our data including the use of AI tools.

It is proposed to enlarge the scope of this existing business systems project to be a longer term program to not only look at the business systems but the process surrounding them to effectively tie the technology to the people and process it is supporting.

Projects that would be addressed in the program include financial and reporting system enhancements, project management, asset management, mobile worker solutions among other. We plan to constantly revise priorities here based on the needs of the municipality and pivot as needed to meet the changing corporate needs and technological advancements.

### Project Implications

By not completing this project, technology tools will be come obsolete and not meet the changing needs of the corporation, resulting in less staff efficiencies and potentially more manual tasks to make up for missing functionality in the software.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Software	\$252,500		\$25,000	\$25,000	\$75,000		\$50,000	\$427,500
Implementation (Software Configuration and Customization)	\$120,000		\$50,000	\$50,000	\$75,000		\$50,000	\$345,000
<b>Total Capital Costs</b>	<b>\$372,500</b>		<b>\$75,000</b>	<b>\$75,000</b>	<b>\$150,000</b>		<b>\$100,000</b>	<b>\$772,500</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$350,000		\$75,000	\$75,000	\$150,000		\$100,000	\$750,000
Other	\$22,500							\$22,500
<b>Total Capital Funding Sources</b>	<b>\$372,500</b>		<b>\$75,000</b>	<b>\$75,000</b>	<b>\$150,000</b>		<b>\$100,000</b>	<b>\$772,500</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Software Maintenance fees		\$12,500	\$25,000	\$35,000	\$35,000
<b>Total Operating Budget Impact</b>		<b>\$12,500</b>	<b>\$25,000</b>	<b>\$35,000</b>	<b>\$35,000</b>

#### **Other Information**

Supports II2020 Strategic Corporate Plan objective 5.5.2.

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT89  
**Project Name:** IT Infrastructure Replacements

### Project Description

Replace network servers, switches and associated hardware. This is a combined project with the Library/IdeaLab as we are planning on standardizing on the same IT infrastructure equipment and sharing servers.

### Project Justification

IT Infrastructure equipment is essential to daily operations. This equipment facilitates network connectivity, Wifi, Facilitating this communication are various pieces of network equipment including switches and routers. Replacement cycle is approximately 4-8 years depending on the type of equipment. Equipment is under warranty until 5 years after the specific model is no longer manufactured (end of life).

This is planned as a joint project between IT and the Library. Plans include to migrate to shared equipment across both organizations to facilitate easier resource sharing and more efficient use of the equipment. The project will act as a pilot to show how shared IT Infrastructure can be further extended to include other One Town One Team organizations.

Since installation, the demand on the network has grown due to increase in staff and changes in technology. These replacements will ensure reliable, more effective & efficient use of the technology environment by staff and the public by taking advantage of new technologies.

### Project Implications

Not upgrading this equipment can result in network or server failure due to old equipment. This can present a possible loss of data and staff productivity.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Hardware	\$40,000	\$40,000	\$40,000	\$45,000	\$45,000	\$245,000	\$455,000
<b>Total Capital Costs</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$245,000</b>	<b>\$455,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Computer Deprec.	\$30,000	\$30,000	\$30,000	\$34,000	\$34,000	\$182,000	\$340,000
Reserve-Library Computer Depre	\$10,000	\$10,000	\$10,000	\$11,000	\$11,000	\$63,000	\$115,000
<b>Total Capital Funding Sources</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$245,000</b>	<b>\$455,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT130  
**Project Name:** Network Security Updates

### Project Description

Initiate cybersecurity initiatives to maintain network and data security.

### Project Justification

IT systems are the core of daily operations for all service areas at the Town of Innisfil. Maintaining the security and integrity of this system is imperative to daily operations. This project's scope aims to perform a network security audit and implement priority recommendations from that audit.

### Project Implications

System security continues to be at the forefront. Conducting an external review and audit ensures we have all required mechanisms in place to protect our networks and data based on industry standards and best practices.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Consulting/Engineering (Security audit w/InnPower and InnServices)		\$50,000						\$50,000
Hardware (Implement recommendations of security audit)	\$25,000		\$25,000	\$25,000				\$75,000
<b>Total Capital Costs</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$25,000</b>	<b>\$25,000</b>				<b>\$125,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$25,000	\$50,000	\$25,000	\$25,000				\$125,000
<b>Total Capital Funding Sources</b>	<b>\$25,000</b>	<b>\$50,000</b>	<b>\$25,000</b>	<b>\$25,000</b>				<b>\$125,000</b>

Net Annual Operating Budget Impact	2021	2022	2023	2024	2025
Annual Software Subscription		\$20,000	\$20,000	\$20,000	\$20,000
<b>Total Operating Budget Impact</b>		<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT132  
**Project Name:** Card Access Technology Upgrade

### Project Description

Upgrade access control system to current version and extend system to additional Town facilities.

### Project Justification

Existing card access system was implemented in 2008 with a software upgrade in 2017. Initially there were two facilities, however the system has grown to include over 10 facilities. Current card technology is becoming obsolete and newer, more secure card formats are available. Upgrade is part of technology refresh cycle to stay on currently supported systems and take advantage of more current technology available in these systems. Additional facilities include Churchill Community Centre, Knock Community Centre, Stroud Area and Lefroy Arena.

### Project Implications

Not upgrading can result in less secure systems (from using outdated technology) and the risk of system failure as most hardware dates from 2008.

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Hardware (Hardware upgrades)	\$15,000	\$30,000	\$30,000				\$75,000
Hardware (Additional Facilities)	\$30,000	\$30,000					\$60,000
Software (Software upgrades)	\$15,000						\$15,000
<b>Total Capital Costs</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$30,000</b>				<b>\$150,000</b>

Capital Funding Sources	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$60,000	\$60,000	\$30,000				\$150,000
<b>Total Capital Funding Sources</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$30,000</b>				<b>\$150,000</b>

Net Annual Operating Budget Impact	2021	2022	2023	2024	2025
Internet access for Knock connectivity	\$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>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT140  
**Project Name:** IT Research & Development

### Project Description

Project to facilitate pilots and 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) with opportunities to trial new and emerging technology and evaluate if it can be utilized to benefit municipal initiatives. Results of this can be incorporated into other projects. Examples may include new hardware devices, Internet of Things (IoT) monitoring devices among others.

### 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	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Materials	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$115,000
<b>Total Capital Costs</b>	<b>\$15,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$50,000</b>	<b>\$115,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$15,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000	\$115,000
<b>Total Capital Funding Sources</b>	<b>\$15,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$50,000</b>	<b>\$115,000</b>

Net Annual Operating Budget Impact	2021	2022	2023	2024	2025
annual subscription fees	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>Total Operating Budget Impact</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT141  
**Project Name:** Security Camera Replacements

### 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	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Materials (DVR (3), IP Cameras (50))	\$80,000	\$25,000						\$105,000
<b>Total Capital Costs</b>	<b>\$80,000</b>	<b>\$25,000</b>						<b>\$105,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Discr.RF-Capital	\$80,000	\$25,000						\$105,000
<b>Total Capital Funding Sources</b>	<b>\$80,000</b>	<b>\$25,000</b>						<b>\$105,000</b>

### Other Information

Locations would include Town Hall, IRC and Innisfil Beach Park Compound.

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT143  
**Project Name:** Resident Internet

### Project Description

Facilitate better Internet access throughout Innisfil.

Implement public wifi in popular public areas throughout the Town such as Innisfil Beach Road, Cookstown, Innisfil's Beach Park and Arenas.

### Project Justification

With the advent of digital services, there is a greater need to provide Internet services throughout the municipality. Currently, Internet availability is significantly lacking in areas of the Town. The IT/Digital Strategy completed in 2020 recommended increased digital services to help serve residents, however identified adequate Internet access could be a barrier. The need has been echoed by residents and is even more evident through the COVID-19 pandemic.

This project will begin to address Internet access as outlined in a Connectivity Strategy happening in Q3 2020. Initiatives may include public wifi in selected town facilities as well as initiatives to address residential Internet in underserved areas.

### Project Implications

Not proceeding with this will leave under served areas the Town dependent on 3rd party providers and not meet expectations of residents.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Hardware	\$100,000	\$125,000	\$100,000	\$100,000				\$425,000
<b>Total Capital Costs</b>	<b>\$100,000</b>	<b>\$125,000</b>	<b>\$100,000</b>	<b>\$100,000</b>				<b>\$425,000</b>

Capital Funding Sources	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Oblig.RF-Library DCA (90% DC Funded Post Period 1.4.3 pg. 78)			\$90,000					\$90,000
Discr.RF-Capital	\$100,000	\$93,500	\$10,000	\$100,000				\$303,500
Grants - Provincial (ICON - 25% funding (pending))		\$31,500						\$31,500
<b>Total Capital Funding Sources</b>	<b>\$100,000</b>	<b>\$125,000</b>	<b>\$100,000</b>	<b>\$100,000</b>				<b>\$425,000</b>



<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Internet access fees	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<b>Total Operating Budget Impact</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>

#### **Other Information**

2022 funding is for around the new GO station. These are high level estimates, connectivity strategy happening in Q3 that can provide more detailed information. Project could be much more expensive. Other options for funding include other government grants, additional levy (Calendon has a broadband levy) or development charges.

## Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** IT146  
**Project Name:** Digital Services

### Project Description

Implement and enhance services offered in a digital format for residents.

### Project Justification

Today, residents can interact with the Town for selected services such as burn permits, tax bills, planning payments, renew animal licensing, register for programs and library account information. Although useful, these services are somewhat independent from each other and limited in functionality. The IT/Digital Strategy completed in 2020 recommended improvements in this area as one of four themes in the strategy. Essentially, digital services theme proposes to over time move all services offered by the Town to a digital delivery model to offer superior service while at the same time being more efficient. The COVID-19 pandemic and the associated lockdowns further highlighted the need for digital services to continue to serve customers while abiding by lock down and physical distancing requirements.

It is proposed to enlarge the scope of this existing resident portal project to be a longer term program to more wholly look at digital service offerings and opportunities to improve and expand.

Projects that would be addressed in the program resident portal improvements, better integration with partner organizations and new opportunities for digital offerings. We plan to constantly revise priorities here based on the needs of the municipality and pivot as needed to meet the changing resident needs and technological advancements.

### Project Implications

Not proceeding with this project will result in a slower move to digital services and continued reliance on manual, in-person service offerings to customers, not contributing to Innisfil's reputation of a leading municipality.

Capital Costs	Prior Year(s)	2021	2022	2023	2024	2025	Beyond	Total
Software	\$80,000		\$25,000		\$25,000		\$50,000	\$180,000
Implementation			\$25,000		\$25,000		\$50,000	\$100,000
<b>Total Capital Costs</b>	<b>\$80,000</b>		<b>\$50,000</b>		<b>\$50,000</b>		<b>\$100,000</b>	<b>\$280,000</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Revenue Fund	\$80,000							\$80,000
Discr.RF-Capital			\$50,000		\$50,000		\$100,000	\$200,000
<b>Total Capital Funding Sources</b>	<b>\$80,000</b>		<b>\$50,000</b>		<b>\$50,000</b>		<b>\$100,000</b>	<b>\$280,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Annual Software Subscription		\$15,000	\$15,000	\$20,000	\$20,000
<b>Total Operating Budget Impact</b>		<b>\$15,000</b>	<b>\$15,000</b>	<b>\$20,000</b>	<b>\$20,000</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 and peripheral equipment (adult & children).

### Project Justification

Current computer equipment is a key component of Library Services.

The heavy computer usage in a public setting takes its toll on the equipment and shortens its lifespan.

Purchase of new equipment is in accordance with:

a) Innisfil Community Strategic Goal - Connect

This goal is supported through the promotion, support and improvement of digital literacy and smart citizenship;

b) Innisfil ideaLAB & Library Strategic Plan - Cultivate a Hacker Ethic

Enable residents to become comfortable with the tools that allow them to create, collaborate, innovate and pursue their personal and professional objectives.

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

c) Innisfil Services Policy

Library Staff will facilitate access to different types of information and services using various resources, tools and formats.

d) Information Technology Policy

The success of any corporate computer network is dependent on an organized and systematic approach to all aspects of the system including design, security, implementation, reliability, training and maintenance.

### 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.

<b>Capital Costs</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Hardware (Computer Hardware)	\$379,838	\$24,053	\$32,955	\$45,915	\$36,666	\$80,000	\$205,430	\$804,857
Hardware	\$43,176							\$43,176
Hardware	\$1,834							\$1,834
Hardware	\$11,191							\$11,191
Hardware (Peripherals)	\$39,821	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000	\$89,821
Hardware (Digital + Hacker + Maker Labs)	\$210,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$145,000	\$505,000
<b>Total Capital Costs</b>	<b>\$685,860</b>	<b>\$59,053</b>	<b>\$67,955</b>	<b>\$80,915</b>	<b>\$71,666</b>	<b>\$115,000</b>	<b>\$375,430</b>	<b>\$1,455,879</b>

<b>Capital Funding Sources</b>	<b>Prior Year(s)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Library Computer Depre	\$685,860	\$59,053	\$67,955	\$80,915	\$71,666	\$115,000	\$375,430	\$1,455,879
<b>Total Capital Funding Sources</b>	<b>\$685,860</b>	<b>\$59,053</b>	<b>\$67,955</b>	<b>\$80,915</b>	<b>\$71,666</b>	<b>\$115,000</b>	<b>\$375,430</b>	<b>\$1,455,879</b>

#### **Other Information**

Whenever available, grant funding will be sought for the purchase of technology tools and equipment.

# Communications/ Community Engagement Service Business Plan

## Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



### Our Team

The Communications/Community Engagement (CCE) team is led by Johnny Keogh, Communications & Community Engagement Lead, and is supported by Communications and Library.



### Our Services

#### Internal & External Communications

*Council & Stakeholder Communications* – We provide direct, timely communications and key messages to empower Council to have frank, honest discussions with residents, share our success stories and be informed about everything happening in Innisfil. This Council in particular has repeatedly expressed a desire to know more—whether it's the starting date of a road closure, a major construction project or the next innovative initiative—and there can be little doubt that a strong CCE team is pivotal to that.

*Emergency Communications* – During the COVID-19 pandemic, our team has been especially important during these times of swift, major changes. Whether it be a new announcement, communicating a sensitive

issue, implementing a new policy, or embarking on a course of action that will fundamentally change how we work. Perhaps our most critical function, the CCE team provides support during emergency situations by delivering a steady flow of timely, accurate, concise and helpful communication to inform the public, with the safety of our residents being our number one objective at all times.

*Digital Communications (Web, Video & Social Media)* – The CCE team is responsible for maintaining Innisfil.ca, GetInvolvedInnisfil.ca, and all social media accounts, including Facebook, Twitter, Instagram, Pinterest, YouTube, Google and Nextdoor. Social media in particular has become a critical channel for us, and has clearly become the communications tool of choice for this Council and community.

*Staff Communications & Consultation* – We strive to ensure that every member of staff understands the importance of communicating in a clear and consistent manner. We also provide guidance and consultation, helping everyone to effectively communicate with each other and the public.

*Public Relations and Media Relations* – The CCE team prides itself on maintaining good relationships with local media and our community partners. We respond to all media inquiries and work hard to ensure that the Town of Innisfil is represented with a consistent, professional, compassionate voice at all times, whether it's on local television or in the local newspaper.

*Strategic Communications & Innovative Project Support* – Our team plays a fundamental role in making our strategic and innovative projects and initiatives a success. We provide communications, community engagement, project management and more to nearly all goals outlined in *Innovative Innisfil 2030*, our Health & Wellness Strategy, Innisfil Transit, the Orbit and more.

### **Graphic Design**

*Digital Graphics & Printed Materials (Brochures, Posters, Signs) and hackLAB Services* – The CCE team produces informative, beautiful, branded printed materials for the entire One Town, One Team. We provide consultation services to help a department understand exactly which type of product is needed, create and refine content, layout and design graphics and even assist with printing and delivery.



## Community Engagement

*Support & Consultation for Community-Driven & Major Projects* – Community Engagement has become one of the most in-demand functions of this Council and staff, and there is now a clear understanding that no park should be built and no master plan should be written without first having meaningful engagement with the public. We provide recommendations for the appropriate levels of engagement for all major master plans, strategic projects, and Council-led and Community-led initiatives. There are also several key public-facing strategies for which we are the lead, including the Youth Engagement Strategy, Culture Strategy, Innisfil ideaLAB & Library Strategic Plan and more.

*Staff Support, in particular, Planning & Engineering Community Consultation and Open Houses* – The CCE team provides full consultation, implementation and follow-up support to all departments, empowering staff to go above and beyond when there is an opportunity to have a conversation with the public. We walk staff through the full Community Engagement process, including but not limited to: identifying the level of recommended community engagement consultation, identifying the relevant questions, setting up a consultation on our engagement website, creating and overseeing communications, summarizing and deconstructing the results and providing policy recommendations and language for staff reports, master plans and more. Should there be an Open House—or any other type of public event connected to the project—our team will also help prepare presentations, signage and other materials, and oversee or facilitate group discussions.







## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
Total # of work orders for creative services	127	150	655	1,000+	1,500	2,000
# of media releases	44	40	42	50+	45	40
# of online publication mentions	81	120	338	150+	175+	200+
# of web pages viewed	676,785	680,000	609,418	690,000	700,000	705,000
# of Twitter followers	4,603	5,032	5,700	6,600+	7,000	7,400
# of Facebook fans	1,660	2,280	3,700	5,400+	6,000+	7,000+
# of Instagram followers	---	1,200	2,700	3,600+	4,000+	5,000+
# of Get Involved Innisfil participants	158	247	350	3,000+	4,000	5,000



## How Our Budget Aligns With *Innovative Innisfil 2030*

The Communications and Community Engagement (CCE) budget is an investment that supports one of the most critical teams that helps to plan, implement and communicate the goals and objectives of *Innovative Innisfil 2030* and all master plans; there are very few projects or initiatives that are not supported by our team.

- 2.1 *Connect: Develop Unified Town Identity* – As much of the CCE team’s focus is on engagement and having two-way conversations with the community, we are well-suited to help the Town achieve its goal



of developing a unified identity. Through our various channels and feedback, we are actively listening to the needs expressed by residents and Council and typically incorporating those same voices into our communications and messaging. In addition, our team explores ideas residents have brought forward to improve their neighbourhood—playing a key role in bringing those ideas to life.

- 2.4 *Connect: Enhance Civic Engagement* – So much of our work is focused on helping Town staff and Council have meaningful two-way conversations with our residents, online and in person. We manage the [GetInvolvedInnisfil.ca](http://GetInvolvedInnisfil.ca) website where we reach nearly two thousand residents who are interested in giving feedback about various topics from new parks, strategic and master plans, by-laws and more. All of this helps empower residents to know that they play an important part in their local government and provide important guidance to Town staff.
- 2.5 *Connect: Facilitate Community Experiences* – We typically lead Town & Library sponsored events where residents have the chance to get to know each other. We provide support or partner with community groups looking to hold events of their own, either through promotion or providing a presence.
- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – While we may not maintain physical infrastructure, our team maintains several digital channels. Our website is the central hub from which all our information typically flows, and it serves as a critically-important customer service tool. As with all websites, we will continue to maintain [Innisfil.ca](http://Innisfil.ca), [GetInvolvedInnisfil.ca](http://GetInvolvedInnisfil.ca) and continue to enhance these sites to ensure they are future ready.





# Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
2.1 2.4 2.5	Community Neighbourhood Strategy	Develop a framework for supporting community-led neighbourhood level initiatives, to improve community connectivity, safety and civic engagement.	Q2 2022	Capital	ADM43
2.1 2.4 2.5	Website Revamp	Overhaul Innisfil.ca with a fresh look and feel that excites and engages residents. Organize all sections and pages on website to ensure residents can find information faster.	Q4 2021	Capital	ADM46





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Communications &amp; Community Engagement</b>							
Internal & External Communications	353,772	334,678	(19,094)	(5.40%)	344,328	9,650	2.88%
Community Engagement	100,130	241,976	141,846	141.66%	248,016	6,040	2.50%
Graphic Design	83,036	218,934	135,898	163.66%	230,226	11,292	5.16%
<b>Total Communications &amp; Community Engagement</b>	<b>\$536,938</b>	<b>\$795,588</b>	<b>\$258,650</b>	<b>48.17%</b>	<b>\$822,570</b>	<b>\$26,982</b>	<b>3.39%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	(52,350)	(581)	1
Wages & Benefits	255,900	26,365	2
Materials & Supplies	23,162	-	3
Other	31,938	1,198	4
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$258,650</b>	<b>\$26,982</b>	

### Note: Explanation of Change

(1) Reflects revenue from the Innisfil Community Foundation to fund 50% of the Communications/Community



Engagement Coordinator position, which supports the ICF's operations and administration in an Executive Director role, as previously approved by Council.

(2) 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change captures the conversion of two contract positions (one Communication Assistant and one Communications Coordinator) into one full-time Communications Coordinator. Details on this conversion are outlined in a change request form included at the end of this business plan. The 2021 change also captures the addition of a Communications/Community Engagement Coordinator, and the addition of a Marketing & Special Events Coordinator which was repurposed from a Project Coordinator position. Impacts of this repurposed position will also be seen in the Parks & Recreation Spaces, and Community Programming & Activities service bundles.

(3) Printing, public relations, and advertising costs reallocated from Information Services service bundle.

(4) Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.

 **Capital Projects Overview**

Project No. & Project Name	2021 Proposed	2022 Proposed
ADM46 Enhanced Community Communications	50,000	-
IT148 Volunteer Management Software	15,000	-
<b>Total Communications/Community Engagement Projects</b>	<b>\$65,000</b>	<b>\$0</b>





## Service Change Request

**Proposed Service Level Change:** Convert Contract Full-time Employee (FTE) Non-Union to Permanent FTE Non-Union - Communications Coordinator

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

**Current Service Level:**

	Town	ideaLAB & Library	Innisfil Community Foundation
<u>Permanent:</u>			
Communications Lead	1	-	-
Communications/Fundraising Coordinator	0.5	-	0.5
Communications & Community Engagement Coordinator	1	-	-
Graphic Designer	1	-	-
Manager, Engagement & Community Development	-	1	-
Communications Coordinator	-	1	-
Engagement Coordinator	-	1	-
<b>Total Permanent FTEs</b>	<b>3.5</b>	<b>3</b>	<b>0.5</b>
<u>Contracts:</u>			
Communications Assistant	1	-	-
Communications Coordinator	-	1	-
<b>Total Contracts</b>	<b>1</b>	<b>1</b>	<b>0</b>

**Business Case Rationale:**

The current contracted Communications Coordinator position is a full-time, non-union position that supports the Communications and Community Engagement (CCE) team. As the Town increasingly embarks upon high-profile initiatives garnering local, national, and international media attention, the demand for professional communications and community engagement expertise has also increased. The Communications Coordinator



role provides additional support for these projects, and plays an integral role in providing clear and concise information to Council, residents, and our internal *One Town, One Team*.

The work produced by the CCE team is often the first interaction that individuals have with the Town of Innisfil. Never has this been more evident than in the last several months of the COVID-19 pandemic, where the increased demand for information has impacted the CCE team's volume of work exponentially.

When our ability to provide professional information and foster community connections is impacted by staffing, the accountability of the Town suffers. The nature of contract positions creates a lack of permanency, which can contribute to longer turnaround times and a shuffling of responsibilities that makes it challenging for the Communications Lead and Manager, Engagement & Community Development to work on strategic and proactive planning.

This service level request will help the CCE team retain the talent and corporate knowledge of this position, and continue to maintain its current staff complement. In other words, if this position is not approved, the CCE team will technically be losing a member and will be forced to operate with fewer resources. Without converting this position, we run the risk of losing this talent and suffering from reduced staffing while establishing another contract. This risk has a long-term impact, as there is typically lower productivity during the first few months of employment as an individual learns the corporate and community knowledge required for effective, efficient communications and community engagement work.

By approving this service level request and adding this position as a full-time permanent staff complement, the CCE team will be better positioned to manage the community's increasing demand for information and engagement.





**Financial Impact on the 2021-2022 Budget**

<b>Operating Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
<u>Revenues</u>	-	-
<u>Expenditures</u>		
Salary	66,072	70,069
Benefits	21,174	22,232
Communications Assistant Contract (sal & ben.)	(38,116)	(38,933)
Communications Coordinator Contract (sal & ben.)	(49,130)	(53,368)
	0	0
<b>Net Operating Budget Cost (Savings) to Tax Levy</b>	<b>\$0</b>	<b>\$0</b>
<b>Capital Budget Impact</b>	<b>2021 Full-Year Impact</b>	<b>2022 Full-Year Impact</b>
N/A	-	-
<b>Capital Revenue, less Expenditures</b>	<b>\$0</b>	<b>\$0</b>





## Capital Budget Project Detail Sheet

**Service Area:** CAO/Admin  
**Project Number:** ADM46  
**Project Name:** Enhanced Community Communications

### Project Description

Our website is often the first interaction that a citizen has with the Town of Innisfil. It is an opportunity to connect, engage, and provide a positive customer service experience for residents. A website is a powerful tool to communicate with residents and allow site visitors to get quick answers to easy questions. When basic information is difficult to locate on the website, it can lead to a negative overall experience, and can add to residents frustration.

The Town of Innisfil's website has been long overdue for an upgrade, but with COVID-19 propelling us into a digital world over night, that need has never been more evident. As more and more people become accustomed to looking online to find the information they need, it has become abundantly clear that our current website is not meeting the needs of our residents.

Our website needs more than a quick update, it requires a complete overhaul. We need to strategically consider the users journey by re-thinking the structure and layout to make valuable information as easy to find as possible. This means focusing on the key content strategy question: What do users actually come to the city website for? The answers should guide us in deciding what content to prioritize.

Additionally, when emergencies strike, our website should be our first line of defense. By creating a functional website with easy navigation, we can better connect with our constituents and promote calm and control to our community. As we inch closer to spending six months in a state of emergency, we are noticing a heightened sense of fear and frustration from residents. A revamped website a good first step for mitigating frustration and providing information that better serves our citizens.

**Project Justification**

Access to reliable information was one of the key themes revealed in the Town's recent Community Needs Assessment. During the roundtable sessions, community partners and residents shared that they feel overwhelmed by confusing or conflicting information and that they do not know where or how to access the information they need. The website has also come to the attention of local residents who have expressed their concerns through council delegations, as well as local media, who reached out to the Mayor to express concerns with our difficult to navigate site. These issues were already on the Communications and Community Engagement teams' radar after consultation with community engagement expert, Dave Meslin. The COVID-19 pandemic has exacerbated the need for these improvements.

Beyond access to information, a redesigned website would better connect residents to available online services. By allowing residents to easily take care of routine, simple tasks, it would decrease the burden on Customer Service and give residents more flexibility to access Town services outside standard business hours. It also aligns with the resident portal project that is currently underway.

Supported by the Innovative Innisfil 2030 Community Strategic Plan:

Grow: The Town of Innisfil will collaboratively develop a thriving community that embraces a managed level of growth, actively engages residents, attracts and supports business and promotes economic prosperity.

1.3 Improve Service Offerings

Connect: We will ensure that opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful - physically, socially, culturally and digitally.

2.4 Enhance Civic Engagement

**Project Implications**

Not moving forward with this project would leave the community struggling to access information. When it is a struggle to find information on our website, residents become frustrated with their experience. Often, that frustration is unleashed on Customer Service, the Mayor and members of Council, and then shared with a wider audience on social media.

A well-thought-out website will prioritize residents' needs with a user-centred content strategy that embraces citizen communication. By promoting transparency and access to resources, our new website will become an effective means for supporting the initiatives laid out by the Community Strategic Plan, Community Engagement and Emergency Management.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Other (Website development costs)	\$50,000						\$50,000
<b>Total Capital Costs</b>	<b>\$50,000</b>						<b>\$50,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$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:** CAO/Admin  
**Project Number:** IT148  
**Project Name:** Volunteer Management Software

### Project Description

The sense of community within Innisfil is unlike anywhere else. Every day, citizens are pulling up their sleeves to make our town a better place. However, the volunteer sector desperately needs help to build their capacity and generate community engagement. The Town of Innisfil can play an important role by linking volunteers with opportunities; a need that has become critical during the pandemic.

## Project Justification

Innisfil's volunteers, service clubs, and religious institutions make up an important part of the fabric of our community. From food drives, to community events, to fundraisers, and more, the Town of Innisfil relies on the volunteer sector to carry important work forward. It is well known that a few dedicated community members are carrying more than their fair share of the volunteer load. In a town where 82% of our residents commute outside of the community for work, it can be difficult to find new volunteers with the time to help. But our dedicated citizens cannot carry our service clubs alone. They need more people to do the heavy lifting with them after all, many hands make light work.

Throughout the COVID-19 pandemic, we have heard time and again that our community is seeking ways of connecting volunteers with volunteer opportunities. It was a strong, repeated theme during the Town's recent Community Needs Assessment. Our residents are asking the Town to take a leadership role in connecting our community.

COVID-19 has created an interesting opportunity for the Town of Innisfil. With many companies transitioning to remote work overnight, many of our residents who previously spent hours commuting are now finding that they have more time on their hands. Through this type of product, we can connect and inspire these residents to engage with the community in a way that they were never able to, prior to COVID-19.

In addition, investing in a volunteer solution is helping to invest in the health and wellness of our community. One of the more well-understood benefits of volunteering is the ability for people to build stronger connections with their community. Volunteering is also good for the mind and body, helping counteract the effects of stress, anger and anxiety, and giving people a sense of purpose. The Community Needs Assessment identified that many in our community are struggling with mental health during COVID-19. By connecting residents with volunteer opportunities, we will help support our community's mental health while creating a stronger, more resilient Innisfil.

Supported by the Innovative Innisfil 2030 Community Strategic Plan:

Grow: The Town of Innisfil will collaboratively develop a thriving community that embraces a managed level of growth, actively engages residents, attracts and supports business and promotes economic prosperity.

### 1.3 Improve Service Offerings

Connect: We will ensure that opportunities exist for residents, businesses and organizations to connect in all ways that are meaningful - physically, socially, culturally and digitally.

- 2.1 Develop Unified Town Identity
- 2.3 Enable Community Health & Wellness
- 2.4 Enhance Civic Engagement
- 2.5 Facilitate Community Experiences

## Project Implications

Not moving forward with this project would leave the community struggling to connect. Residents who want to help and volunteer will continue seeking ways to help without actually connecting to a need, while those who need help will continue to feel isolated and forgotten.

A smart solution to connect volunteers will help foster a renewed sense of community, creating a more vibrant and resilient Innisfil.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Software	\$10,000						\$10,000
Implementation (Co-op student)	\$5,000						\$5,000
<b>Total Capital Costs</b>	<b>\$15,000</b>						<b>\$15,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Discr.RF-Capital	\$15,000						\$15,000
<b>Total Capital Funding Sources</b>	<b>\$15,000</b>						<b>\$15,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Annual software subscription		\$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>

# Asset Management

## Service Business Plan

### Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



### Our Team

The Asset Management team is led by Ken Schuyler, Business Performance Team Leader, and consists of asset management and business performance professionals. We work closely with IT, Engineering, Operations and Finance to lead the design, implementation and management of effective asset management practices that support the delivery of services to the public.



### Our Services

**Information to Guide Lifecycle Management Decisions for Town Assets** – We provide foundational support to departments to enable them to better manage municipal infrastructure assets and make more informed decisions about the maintenance, enhancement, and replacement of assets. Our team leads the development and implementation of tools, processes and operating procedures to support effective inventory control and condition reporting of assets. We also develop and maintain supporting documentation such as policy, strategy and asset management plans to improve performance and ensure compliance with provincial legislation.



## How Our Budget Aligns With *Innovative Innisfil 2030*

- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – We work with departments to provide foundational support that enables staff to ensure the safety and security of our infrastructure. Our team helps extend the service life of our assets by implementing effective operational support procedures.



## Roadmap: Our *Innovative Innisfil 2030* Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1	Asset Management Plan (2021)	Prepare asset management plan to meet 2021 requirements of Ontario Regulation 588/17.	Q2 2021	Capital + Operating	ENG37*
3.1	Asset Management Plan (2023)	Prepare asset management plan to meet 2023 requirements of Ontario Regulation 588/17.	Q2 2023	Capital + Operating	ENG37*

Note: \* ENG37 funds were approved by Council in a previous budget



## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Asset Management</b>							
Info to Guide Lifecycle Management Decisions for Town Assets	226,249	295,202	68,953	30.48%	306,316	11,114	3.76%
<b>Total Asset Management</b>	<b>\$226,249</b>	<b>\$295,202</b>	<b>\$68,953</b>	<b>30.48%</b>	<b>\$306,316</b>	<b>\$ 11,114</b>	<b>3.76%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
Wages & Benefits	48,597	10,588	1
Other	20,356	526	2
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$68,953</b>	<b>\$11,114</b>	

### **Note: Explanation of Change**

**(1)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs & changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle. The 2021 change also captures the Asset Manager position being repurposed to a Business Performance Specialist - Asset Management position. Impacts of this repurposed position will also be seen in the Corporate Management service bundle.

**(2)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported.



# Fleet Management

## Service Business Plan

### Internal Support Service\*

Costs are allocated to public facing services to reflect the true cost of this service bundle.

\*See pg. 18 for details.



The Fleet Management team is led by the Operations Director, and is supported by the fleet leadership and team of mechanics.



#### **Fleet Management:**

*Vehicle & Equipment Provision* - We purchase and sell equipment and vehicles (new and slightly used) at the direction of Council through capital project approvals. Always being mindful of purchase timing and maximizing the greatest value for dollars spent. We work closely with Purchasing and create cost savings by purchasing slightly used equipment and vehicles while ensuring every purchase made meets our operational need.

*Vehicle & Equipment Inspection* - We ensure that all our vehicles and equipment meet and surpass current Ministry of Transportation requirements for annual inspections.

*Vehicle & Equipment Servicing for Internal and External Clients* - We maintain and repair all emergency and non-emergency vehicles and provide preventative maintenance to ensure the longevity of the vehicle and

ensure the vehicles are safe for our staff and customers to operate. Timely preventative maintenance in turn saves in unforeseen repairs and breakdowns. Priority repairs are admitted to the shop on day of discovery with a target of one-day turnaround. Providing servicing to external municipal clients creates revenue generating opportunities to offset our operating costs and enhances access to reliable services for our partner municipalities.



## Measuring Progress

Performance Measure	Actual			Projected		
	2017	2018	2019	2020	2021	2022
# of municipal vehicle service appointments completed	—	—	997	1,166	1,340	1,541
# of utility vehicle service appointments completed	—	—	99	134	167	192
# of emergency vehicle service appointments completed	—	—	376	386	482	602
% of emergency vehicle servicing completed within 24 hours*	—	—	—	80%	85%	90%
% of service calls that require rework or a second intervention	—	—	—	10%	5%	5%

Note: \* Excluding jobs with part orders taking more than 24 hours, as per service level commitment



## How Our Budget Aligns With *Innovative Innisfil 2030*

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- 3.1 *Sustain: Maintain and Protect Existing Infrastructure* – Our team plays an important role in implementing Innisfil's objectives to maintain and protect existing infrastructure. Daily work in the fleet shop revolves around maintaining and repairing our fleet and collection of equipment to keep those who use it safe. We apply timely preventative maintenance to help extend the life of our fleet and equipment. This prevents costly breakdowns that delay delivery of other services such as grass cutting or road works.
- 3.2 *Sustain: Promote Environmental Sustainability* – Our vehicles and equipment will become more environmentally friendly to save and protect our natural resources. By purchasing electric vehicles and equipment (such as lawn mowers and electric charging stations), we will reduce our carbon footprint. By purchasing new technologies in snowplow blades, we can reduce the amount of salt by up to 50% being dispersed on the road network.





## Roadmap: Our Innovative Innisfil 2030 Goals

Innovative Innisfil Objective	Project / Initiative	Description & Community Benefit	Target Completion	Operating or Capital?	Capital Project #
3.1 3.2	Fleet Services Sustain (Replace) Vehicles & Equipment Program	Annual program to replace vehicles and equipment at the appropriate time in their lifecycle as per the fleet management policy or to add new ones in response to community growth.	Ongoing	Capital	FLT386
3.2	Operations Fleet Electric Charging Station	Installation of electric charging stations in preparation for the future purchase of electric vehicles and equipment.	Q3 2021	Capital	RDS334





## Our Operating Budget Overview

### Budget Displayed by Service

	2020	2021		2022			
	Approved Budget*	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Fleet Management</b>							
Fleet Management	-	176,055	176,055	-	197,423	21,368	12.14%
<b>Total Fleet Management</b>	<b>\$0</b>	<b>\$176,055</b>	<b>\$176,055</b>	<b>0%</b>	<b>\$197,423</b>	<b>\$21,368</b>	<b>12.14%</b>

\* Note the 2020 approved budget numbers have been restated for comparison purposes, however, the restatement did not include the addition of the Fleet Management service. This service was previously allocated as overhead to the Parks & Recreation Spaces, Community Hubs, Roadway Network, Access to Public Transit, Community Programming & Activities, Stormwater Management, and Asset Management service bundles.

### Summary of Year over Year Change

Explanation of Change	2021 Year to Year Change	2022 Year to Year Change	Note
External Recoveries	93,976	-	1
Wages & Benefits	83,483	25,392	2
Materials & Supplies	542,216	899	3
Contracted Services	20,000	-	4
Internal Recoveries/Transfers	(597,348)	-	5
Other	33,728	(4,923)	6
<b>Increase (Decrease) to Property Tax Levy</b>	<b>\$176,055</b>	<b>\$21,368</b>	



**Note: Explanation of Change**

- (1)** Reflects a decrease in external revenue that was previously estimated.
- (2)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, changes in benefit costs, and changes in how staff time is budgeted to be spent. Savings related to freezes of non-union wages and a 1% non-union COLA increase for 2021 are included in the Corporate Financing service bundle.
- (3)** Reflects an increase in recoverable material & part costs and previously unbudgeted non-recoverable shop costs (e.g. equipment & software maintenance fees, healthy & safety supplies, shop tools).
- (4)** Addition of contracted costs such as removal of oils and cylinder rentals, previously unbudgeted for.
- (5)** Reflects an anticipated increase in revenue related to internal fleet repairs.
- (6)** Other budget adjustments made in an effort to achieve budget targets, combined with changes related to allocation methods and how services are reported





## Capital Projects Overview

Project No. & Project Name	2021 Proposed	2022 Proposed
FLT174 Additional Tandem Axle Plow/Dump	423,300	-
FLT175 Additional Sidewalk Machine	219,700	-
FLT182 Additional 1 ton Service truck	-	110,300
FLT297 Multi-Use Trail Snow Plow Truck	102,800	-
FLT328 Additional One Ton Dump Truck	138,600	-
FLT330 Purchase One(1) 20ft Equipment Trailer/Float	-	24,200
FLT331 Purchase Two (2) Zero Turns	-	70,600
FLT334 Additional One Ton 4WD Crew Cab	-	87,700
FLT337 Ride On Slope Mower	-	78,000
FLT386 Fleet Services Sustain (Replace) Vehicles & Equipment Program	1,045,864	2,074,400
FLT387 Fuel Cardlock Replacement	-	20,000
FLT390 Ice Resurfacers for Outdoor Rinks and Trails	140,000	-
<b>Total Fleet Management Projects</b>	<b>\$2,070,264</b>	<b>\$2,465,200</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT174  
**Project Name:** Additional Tandem Axle Plow/Dump

**Project Description**

Purchase additional Tandem Axle plow/dump combination unit 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 3.5.1.

**Project Justification**

Unit is required to meet the increased service area needs related to development growth. As new additional roads are assumed by the Municipality through development, the existing municipal fleet is no longer capable of meeting service levels as they relate to Ontario Regulation 239/02 - Minimum Maintenance Standards for timing to response to winter events and the Towns approved Winter Level of Service Policy.

Over the period of 2018 to 2020, assumption of new developments will increase the existing road network by approximately 24 to 30 lane kilometers.

This vehicle was included in the Development Charges background study.

**Project Implications**

By not including the unit in the fleet compliment, compliance with Minimum Maintenance Standards will become unachievable and the only means to respond will be with existing fleet and will carry with it significant operating budget impacts related to overtime and increased wear and tear on existing equipment.

**Fleet Detail**

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



<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main Unit, Plow, Wing, Box, sander and pre-wetting devices)	\$417,000						\$417,000
Equipment/Fleet (Radio/GPS)	\$2,300						\$2,300
Equipment/Fleet (Decals )	\$500						\$500
Equipment/Fleet (Light Bar)	\$3,500						\$3,500
<b>Total Capital Costs</b>	<b>\$423,300</b>						<b>\$423,300</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$42,330						\$42,330
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.15 pg. 156)	\$380,970						\$380,970
<b>Total Capital Funding Sources</b>	<b>\$423,300</b>						<b>\$423,300</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Preventive Maint	\$2,500	\$2,500	\$2,500	\$4,500	\$4,500
Breakdown and Repair	\$3,000	\$3,500	\$4,000	\$4,500	\$5,000
Fuel	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Operating Budget Impact</b>	<b>\$10,500</b>	<b>\$11,000</b>	<b>\$11,500</b>	<b>\$14,000</b>	<b>\$14,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT175  
**Project Name:** Additional Sidewalk Machine

**Project Description**

Purchase of an additional articulating sidewalk machine to address maintenance needs resulting from growth.

Unit will be purchased complete with all season attachments including 5 way snow plow, snow blower, sander and front mounted sweeper.

Trackless Brand is preferable due to less breakdowns and repairs of existing unit.

**Project Justification**

Additional sidewalk machine will be required to meet the increase service demand due as a result of growth related development.

The town currently has four (4) articulating sidewalk tractors which service the existing 54 km of sidewalk infrastructure within the municipality. Given the geographic area of the Town, the existing routes take 8 to 10 hours to complete after a winter event. Over the period of 2018 to 2020, assumption of new developments will increase the existing sidewalk network by approximately 15 kilometers. This new sidewalk will require both summer and winter maintenance in order to maintain compliance with Ontario Regulations for Minimum Maintenance standards.

This additional unit was included in the Development charges background study.

**Project Implications**

Inclusion of this unit ensures compliance with minimum maintenance standards for sidewalk maintenance. Additionally, not including the unit will have impacts on the annual operating budget as a result of additional overtime to achieve service levels and the additional strain on the existing equipment.

**Fleet Detail**

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

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Main unit and Attachments)	\$215,000						\$215,000
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Radio/GPS)	\$2,300						\$2,300
Equipment/Fleet (Light Bar)	\$2,100						\$2,100
<b>Total Capital Costs</b>	<b>\$219,700</b>						<b>\$219,700</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$21,970						\$21,970
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.16 pg. 156)	\$197,730						\$197,730
<b>Total Capital Funding Sources</b>	<b>\$219,700</b>						<b>\$219,700</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Preventitive Maint	\$1,500	\$1,500	\$1,500	\$2,000	\$2,000
Breakdown and Repair	\$3,000	\$3,000	\$4,000	\$4,000	\$5,500
Fuel	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500
<b>Total Operating Budget Impact</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$9,000</b>	<b>\$9,500</b>	<b>\$11,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT182  
**Project Name:** Additional 1 ton Service truck

**Project Description**

Purchase of an additional 1 ton service truck complete with aluminum dump body.

**Project Justification**

The purpose of this project is to purchase an additional 4 x 4 Service truck complete with Aluminum dump body in order to properly and efficiency maintain the new sidewalks, blvd, and roadways which are being constructed through new developments within the municipality.

In the time period of 2018 to 2020, the municipality will be assuming approximately 15 kilometers of new sidewalk and 24 to 30 lane kilometers of new road. This vehicle will be required in order to maintain this additional infrastructure in compliance with Ontario Regulation for Minimum Maintenance.

Additionally, the unit will be utilized for summer maintenance operations and beautification of the networks of multi-use trails.

**Project Implications**

Operating Budget Impact associated with Growth, this vehicle was programmed in the current Development Charges background study.

By not adding the proposed truck to the fleet, staff anticipate increased customer inquiries related to roads 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 transportation network.

**Fleet Detail**

**Unit Number:** New Addition  
**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Recipient:** Roads  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Materials (2 Way Radio)	\$1,200						\$1,200
Materials (Box Liner)	\$1,100						\$1,100
Materials (Decaling)	\$300						\$300
Materials (Light Bar/Rack/Controls)	\$3,500						\$3,500
Materials (GPS Roads)	\$1,100						\$1,100
Materials (Side Bars )	\$1,100						\$1,100
Equipment/Fleet (1 Ton 4WD Crew Cab )	\$102,000						\$102,000
<b>Total Capital Costs</b>	<b>\$110,300</b>						<b>\$110,300</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$11,030						\$11,030
Oblig.RF-Municipal Fleet (90% DC Funded 6.2.17 pg. 156)	\$99,270						\$99,270
<b>Total Capital Funding Sources</b>	<b>\$110,300</b>						<b>\$110,300</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Preventitive Maintenance	\$500	\$2,000	\$2,000	\$5,000	\$2,500
Breakdown and Repair	\$500	\$1,500	\$2,500	\$2,500	\$2,500
Fuel	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Operating Budget Impact</b>	<b>\$6,000</b>	<b>\$8,500</b>	<b>\$9,500</b>	<b>\$12,500</b>	<b>\$10,000</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT297  
**Project Name:** Multi-Use Trail Snow Plow Truck

**Project Description**

Purchase of additional 4 x 4 service vehicle for snow plowing, and winter and summer maintenance on the multi use trail network.

This project aligns with Strategic Plan objectives 2.1.3 and 3.5.3.

**Project Justification**

The proposed purchase of an additional 4 x 4 Service vehicle complete with winter operation attachments (plow and slide in sander) is proposed in order to properly and efficiency maintain the new multi use trials which are in use now and being constructed by new developments and the capital program within the municipality, these multi use trails are identified in the Trials Master Plan and the Town's Transportation Master Plan.

Multi use trials are designed as shared trials which allow a variety of user types and are constructed to a much larger platform width (3 meters) than existing sidewalks (1.2 meters) within the municipality.

Examples of current (2020) multi-use trails include: Town Campus Walking Trails, 6th Line E. of Webster to St. Johns, 20th S/R from 5th Line S. to Killarney Beach Rd.

In order to properly maintain the trails during the winter season, articulating sidewalk tractors are not large enough to clear snow and apply winter control products in a single pass, thereby doubling the work to complete the pass. As such, the width of the plow equipment of a Service vehicle is much more efficient and timely in providing service levels to these trail systems.

Additionally, the unit will be utilized for summer maintenance operations and beautification of the networks of multi-use trials. This will include inspections, trail maintenance and the collection of garbage's/debris along the trails network.

There are no such vehicles in the existing fleet and therefore we are limited in our ability to properly maintain service levels on the new multi use trails.

**Project Implications**

If this project does not move forward, current multi use trails and those under construction now and in the future will not be able to be maintained to an acceptable standard as required or with acceptable efficiency.

If staff were to complete trail maintenance after the existing sidewalk network is completed, it may be several days after a snow event before these trails are maintained, thereby increasing the potential liability of slip and fall occurrences.

The other option would be to consider closing all trails for the winter months and not providing maintenance, this is not recommended as our planning is focused on active transportation that is not limited to certain seasons.

**Fleet Detail**

**Recipient:** Roads  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Unit)	\$73,000						\$73,000
Equipment/Fleet (Radio)	\$1,500						\$1,500
Equipment/Fleet (Decals)	\$300						\$300
Equipment/Fleet (Plow )	\$13,000						\$13,000
Equipment/Fleet (Sander)	\$15,000						\$15,000
<b>Total Capital Costs</b>	<b>\$102,800</b>						<b>\$102,800</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$10,280						\$10,280
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.24 pg. 156)	\$92,520						\$92,520
<b>Total Capital Funding Sources</b>	<b>\$102,800</b>						<b>\$102,800</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
PM	\$250	\$250	\$250	\$500	\$500
Fuel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Breakdown and Repair		\$2,500	\$2,500	\$3,500	\$3,500
<b>Total Operating Budget Impact</b>	<b>\$4,250</b>	<b>\$6,750</b>	<b>\$6,750</b>	<b>\$8,000</b>	<b>\$8,000</b>

**Other Information**

Vehicle was programmed in the current Development Charges background study.



## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT328  
**Project Name:** Additional One Ton Dump Truck

**Project Description**

Proposed purchase of a One Ton Dump Truck to support horticulture and arboriculture activities such as weeding, mulching, pruning, cultivating, planting and pruning, along with winter operation attachments (plow and slide in sander)  
 This project aligns with Strategic Plan objectives 2.5.7 and 3.5.3.

**Project Justification**

The proposed purchase of an additional 1 ton service truck is proposed in order to properly and efficiently maintain and the newly designed shrub gardens and trees within our public parks and open spaces. In addition, this unit will provide snow plowing capabilities for our parking lots and around buildings and facilities during the winter months. This unit is required in order to properly meet the increased service demands and development growth.  
 The vehicle would be 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 horticulture and arboriculture practices such as planting, weeding, mulching, cultivating and pruning.  
 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.

**Project Implications**

Minimum service standard levels are at risk of not being achieved due to shortage of vehicles and increased potential for liability claims due to lack of maintenance during winter months.  
 If this project does not move forward, newly established horticulture and tree plantings being proposed for implementation will not be able to be maintained to an acceptable standard as required.  
 If staff were to complete maintenance after the existing areas are completed, it will decrease the efficiencies, frequency of service and diminish the overall aesthetics and enjoyment of the park.

<b>Fleet Detail</b>	
<b>Lifespan of Vehicle:</b>	10 Years as per Fleet Policy
<b>Recipient:</b>	Parks
<b>Purchase Type:</b>	Addition

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Materials (2-way radio)	\$1,200						\$1,200
Materials (Decaling)	\$300						\$300
Materials (Light Bar / Rack / Controls)	\$3,500						\$3,500
Materials (GPS Basic)	\$500						\$500
Materials (Snow Plow)	\$13,000						\$13,000
Materials (Removable Chipper Box)	\$16,000						\$16,000
Materials (Side Bars)	\$1,100						\$1,100
Equipment/Fleet (1 Ton 4WD Crew Cab)	\$103,000						\$103,000
<b>Total Capital Costs</b>	<b>\$138,600</b>						<b>\$138,600</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$13,860						\$13,860
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.31 pg. 157)	\$124,740						\$124,740
<b>Total Capital Funding Sources</b>	<b>\$138,600</b>						<b>\$138,600</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Preventative Maintenance	\$1,000	\$1,500	\$2,500	\$2,500	\$3,000
Breakdown and Repairs	\$1,000	\$2,500	\$4,500	\$4,500	\$5,500
Fuel	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Operating Budget Impact</b>	<b>\$7,000</b>	<b>\$9,000</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$13,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT330  
**Project Name:** Purchase One(1) 20ft Equipment Trailer/Float

**Project Description**

Purchase a One(1) 20ft Equipment Trailer/Float to support 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**

One 20 foot equipment trailer/float will be required, with the increase in parks land, boulevards and Town owned facilities throughout Innisfil, this trailer is required to haul equipment for grass cutting and maintenance operations and proper and timely service delivery to the users of parks and open spaces.

The purchase of an additional fully outfitted trailer (with spare trailer tire, ramps, gas canisters, tool rack, line trimmers and backpack blowers) is proposed in order to properly and efficiently maintain our public parks and open spaces and to meet increased service level demands and development growth. Continual growth, construction of new parks and additional areas implemented into our grass cutting schedules have increased the Parks work load significantly. Along with, increased development resulting in more parks, trails, open spaces, road ends & boulevards that need to be maintained. These additions are identified within our Parks Master Plan. This places a demand on staff & equipment to upkeep these areas. In order to provide required maintenance, we need to purchase an additional truck to service these areas in our Community.

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 following service areas:

- 1) Road Ends
- 2) Open Spaces
- 3) Pump Houses
- 4) Boulevards
- 5) Parks
- 6) Trails

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

**Project Implications**

If this project does not move forward, parks, trails, open spaces, road ends and boulevards under construction or assumption now and in the future will not be able to be maintained to an acceptable standard as required.

Service levels for maintaining public spaces will be put at risk due to the shortage of equipment to complete the required works and potential liability cases can occur as a result of under-serviced public spaces.

If staff were to complete maintenance after the existing parks, trails, open space, road ends and boulevards are completed, it will decrease the efficiencies and diminish the overall aesthetics and enjoyment of the park.

**Fleet Detail**

**Lifespan of Vehicle:** 15 Years as per Fleet Policy  
**Recipient:** Parks  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Materials (Tool/ equipment rack)	\$1,500						\$1,500
Materials (Spare Tire )	\$500						\$500
Materials (Load assist ramps)	\$1,500						\$1,500
Materials (Load Securing Devices)	\$500						\$500
Materials (Three(3) Metal Gas Cans)	\$500						\$500
Equipment/Fleet (20ft Equipment Trailer/Float)	\$16,000						\$16,000
Equipment/Fleet (Three (3) Line trimmers)	\$1,750						\$1,750
Equipment/Fleet (Push Mower)	\$750						\$750
Equipment/Fleet (Two (2) Back Back Blowers)	\$1,200						\$1,200
<b>Total Capital Costs</b>	<b>\$24,200</b>						<b>\$24,200</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$2,420						\$2,420
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.33 pg. 157)	\$21,780						\$21,780
<b>Total Capital Funding Sources</b>	<b>\$24,200</b>						<b>\$24,200</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Preventative Maintenance/Annual Inspection/Break Down	\$200	\$500	\$1,200	\$1,200	\$1,600
<b>Total Operating Budget Impact</b>	<b>\$200</b>	<b>\$500</b>	<b>\$1,200</b>	<b>\$1,200</b>	<b>\$1,600</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT331  
**Project Name:** Purchase Two (2) Zero Turns

**Project Description**

Purchase two new zero-Turn ride on mowers to support grass cutting activities. One of the new zero-turns should include a winter conversion kit for snow clearing (blower and sander attachment) during winter months.

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 anticipated assumption of 10-15 additional park locations between 2017-2022, the need for additional mowers to ensure service levels are maintained for our residents and users is a requirement.

The purchase of two additional zero turn mowers is proposed in order to properly and efficiently maintain our public parks and open spaces and to meet increased service level demands and development growth. Continual growth, construction of new parks and additional areas implemented into our grass cutting schedules have increased the Parks work load significantly. Along with, increased development which is resulting in more parks, trails, open spaces, road ends & boulevards that need to be maintained. These additions are identified within our Parks Master Plan. This places a demand on staff & equipment to upkeep these areas. In order to provide required maintenance, we need to purchase an additional zero turn to service these areas in our Community.

The zero turns will be responsible for cutting grass in the following areas:  
 Road ends, pump houses, around water retention ponds, boulevards, parks and trails.

During the winter months, one unit with a winter conversion kit will be deployed on Town Campus for timely clearing of snow fall and placing of anti-slip material (e.g. salt or sand) on pedestrian walkways, thereby increasing user safety.

Because these zero turns will be used throughout the Municipality, this project is seen to be beneficial to a majority of the community.

**Project Implications**

If this project does not move forward, parks, trails, open spaces, road ends and boulevards under construction or assumption now and in the future will not be able to be maintained to an acceptable standard and as required.

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**

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

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Materials (Light bar for 1 unit w/ conversion kit)	\$2,000						\$2,000
Equipment/Fleet (Two (2) Zero Turns (one with conversion kit))	\$68,000						\$68,000
Equipment/Fleet (Decals)	\$600						\$600
<b>Total Capital Costs</b>	<b>\$70,600</b>						<b>\$70,600</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$7,060						\$7,060
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.34 pg. 157)	\$63,540						\$63,540
<b>Total Capital Funding Sources</b>	<b>\$70,600</b>						<b>\$70,600</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
PM/ BreakDowns/ Blade and Belt Replacement/Tires	\$400	\$400	\$500	\$1,600	\$900
Fuel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Operating Budget Impact</b>	<b>\$4,400</b>	<b>\$4,400</b>	<b>\$4,500</b>	<b>\$5,600</b>	<b>\$4,900</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT334  
**Project Name:** Additional One Ton 4WD Crew Cab

**Project Description**

Purchase of 1 ton 4x4 crew cab for 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**

One Ton 4WD Crew Cab will be required, with the increase in parks land, boulevards and Town owned facilities throughout Innisfil, this truck is required to allow efficiencies in grass cutting operations and proper and timely servicing to the users of parks and open spaces.

The proposed purchase of an additional 1 ton 4x4 crew cab service truck is proposed in order to properly and efficiently maintain our public parks and open spaces and to meet increased service level demands and development growth. Continual growth, construction of new parks and additional areas implemented into our grass cutting schedules have increased the Parks work load significantly. Along with, increased housing that is being built come more parks, trails, open spaces, road ends & boulevards that need to be maintained. These additions are identified within our Parks Master Plan. This places a demand on staff & equipment to upkeep these areas. In order to provide required maintenance, we need to purchase an additional truck to service these areas in our Community.

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 following service areas:

- 1) Road Ends
- 2) Open Spaces
- 3) Pump Houses
- 4) Boulevards
- 5) Parks
- 6) Trails

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.



**Project Implications**

If this project does not move forward, parks, trails, open spaces, road ends and boulevards under construction or assumption now and in the future will not be able to be maintained to an acceptable standard as required.

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.

If staff were to complete maintenance after the existing parks, trails, open space, road ends and boulevards are completed, it will decrease the efficiencies and diminish the overall aesthetics and enjoyment of the park.

**Fleet Detail**

**Lifespan of Vehicle:** 10 Years as per Fleet Policy  
**Recipient:** Parks  
**Purchase Type:** Addition

<b>Capital Costs</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
Materials (2 Way Radio)	\$1,200						\$1,200
Materials (Box Liner)	\$1,100						\$1,100
Materials (Decals)	\$300						\$300
Materials (Light Bar/Rack/Controls)	\$3,500						\$3,500
Materials (GPS Basic)	\$500						\$500
Materials (Side Bars)	\$1,100						\$1,100
Equipment/Fleet (One Ton 4WD Crew Cab)	\$80,000						\$80,000
<b>Total Capital Costs</b>	<b>\$87,700</b>						<b>\$87,700</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$8,770						\$8,770
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.37 pg. 157)	\$78,930						\$78,930
<b>Total Capital Funding Sources</b>	<b>\$87,700</b>						<b>\$87,700</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
PM/Licensing/ Repair and Breakdowns	\$1,500	\$2,000	\$2,000	\$3,500	\$2,500
Fuel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Operating Budget Impact</b>	<b>\$5,500</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$7,500</b>	<b>\$6,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT337  
**Project Name:** Ride On Slope Mower

**Project Description**  
 Purchase of a ride-on slope mower to support grass cutting operations.

**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 anticipated assumption of 10-15 additional park locations between 2017-2022, the need for additional mowers to ensure service levels are maintained for our residents and users is a requirement.  
  
 A slope mower will be required, with the increase of steeper slopes beyond what our current compliment of mowers can safely complete. This mower will also be able to assist with rough cuts along trails and storm ponds. This mower is required to allow increases in safety and efficiencies in grass cutting operations and proper and timely servicing to the users of parks, trails and open spaces.  
  
 The addition of an additional mower with slope cutting capability will improve our ability to deliver the grass cutting service within expected time frames as we add new locations to the rotation. As a result, we will maintain our clean and well groomed community.

**Project Implications**  
 By not adding the proposed mower to the fleet, staff anticipate increased customer inquiries related to grass maintenance, increased risks associated with cutting slopes without proper equipment and delays in grass cutting times due to having insufficient equipment to utilize.

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

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Equipment/Fleet (Ride on slope mower)	\$77,700						\$77,700
Equipment/Fleet (Decals)	\$300						\$300
<b>Total Capital Costs</b>	<b>\$78,000</b>						<b>\$78,000</b>

<b>Capital Funding Sources</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$7,800						\$7,800
Oblig.RF-Municipal Fleet (90% DC Funded Post Period 6.2.40 pg. 157)	\$70,200						\$70,200
<b>Total Capital Funding Sources</b>	<b>\$78,000</b>						<b>\$78,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
PM/ BreakDowns/ Blade and Belt Repalcement/Tires	\$900	\$1,000	\$1,200	\$1,200	\$1,500
Fuel	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Operating Budget Impact</b>	<b>\$4,900</b>	<b>\$5,000</b>	<b>\$5,200</b>	<b>\$5,200</b>	<b>\$5,500</b>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT386  
**Project Name:** Fleet Services Sustain (Replace) Vehicles & Equipment Program

**Project Description**

Replacement of vehicles and equipment that have come to the end of their life cycle.

2021

- Replace Portable Traffic Lights 10-114 & 10-115
- Replace Patrol Truck Unit 11-30
- Replace Trailer Mounted sign board Unit 11-134
- Replace Tandem Axle Unit 13-05
- Replace Toro Groundmaster 4700D Unit 11-123
- Replace Two (2) Zero Turns 10-118 & 11-119
- Replace Utility Trailer Unit 09-107
- Replace One (1) Zero-trun 09-105
- Replace 20 Ton Float 92-34
- Replace Utility Trailer Unit 09-113
- Replace Mower Attachment Unit 11-139
- Replace Zamboni Unit 11-138

2022

- Replace Sidewalk / Trackless Unit 12-10
- Replace Patrol Truck Unit 09-35
- Replace Service Truck Unit 12-39
- Replace Generator Unit 08-100
- Replace Hot Box Unit 12-142
- Replace Tandem Axle Unit 14-12
- Replace Single Axle Plow Dump Unit 14-20
- Replace Single Axle 14-48
- Replace 1/2 Ton Truck Unit 12-29
- Replace 1 Ton Garbage Truck Unit 12-150
- Replace 1/2 Ton Truck Unit 12-151
- Replace Two (2) Zero Turns Unit 10-116 & Unit 10-117
- Replace RTV Unit 14-148
- Replace CDSB Fleet Unit 12-98

This project aligns with Strategic Plan Objective 2.1.3 and 3.5.2.

**Project Justification**

The vehicles and equipment will have reached the end of its useful life cycle in the indicated replacement year.

Many of the vehicles listed are involved in providing services that must be in compliance with the minimum maintenance standards (MMS), Ontario Regulation 239/02. Timely replacement of these vehicles is imperative to successful delivery of those services per the MMS.

Beyond the services governed by the Minimum Maintenance Standards, the Town of Innisfil has approximately 800 km of assumed roadway to maintain, and increasing growth in parks and sidewalks to maintain. Having a full fleet of operational units is essential in serving our community and maintaining service levels.

Delaying replacement can result in major and costly repairs and downtime for various vehicles or equipment which in turn can hinder service level delivery, leaving the Municipality vulnerable to liability concerns and service delivery delays.

Through asset management evaluation by qualified technicians, assets are programmed for replacement at an optimal time balancing expected future maintenance costs against current asset value and replacement costs.

**Project Implications**

If the vehicles or equipment are not replaced in the recommended year, service levels for maintaining roads, parks, sidewalks, and all other Town owned land will be 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.

**Fleet Detail**

**Purchase Type:** Replacement

**Plans For Old Unit:** Sell (net proceeds will be deposited to vehicle reserve)

**Note:** Please view attached document regarding inspection asset review of each unit or equipment.

<b>Capital Costs</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Equipment/Fleet (Includes only cost of vehicle or equipment)	\$1,013,964	\$2,041,000	\$797,700	\$1,627,800	\$2,977,800	\$5,020,250	\$13,478,514
Other (Decals/Lighting)	\$31,900	\$33,400		\$1,600	\$3,400	\$3,600	\$73,900
<b>Total Capital Costs</b>	<b>\$1,045,864</b>	<b>\$2,074,400</b>	<b>\$797,700</b>	<b>\$1,629,400</b>	<b>\$2,981,200</b>	<b>\$5,023,850</b>	<b>\$13,552,414</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
Reserve-Vehicle Deprec.(Others)	\$1,045,864	\$2,024,900	\$797,700	\$1,596,300	\$2,912,600	\$4,988,350	\$13,365,714
Reserve-Inspect.Stabilization		\$49,500		\$33,100	\$68,600	\$35,500	\$186,700
<b>Total Capital Funding Sources</b>	<b>\$1,045,864</b>	<b>\$2,074,400</b>	<b>\$797,700</b>	<b>\$1,629,400</b>	<b>\$2,981,200</b>	<b>\$5,023,850</b>	<b>\$13,552,414</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Breakdown and Repair for CDSB Units 12-98, 15-56, 15-58, 15-60 & 15-63		-\$500	-\$500	-\$750	-\$1,750
<b>Total Operating Budget Impact</b>		<b>-\$500</b>	<b>-\$500</b>	<b>-\$750</b>	<b>-\$1,750</b>

# Fleet Policy Assessment

titles with an astricks above can be clicked on for mo

Unit Number	Job Code FMW	Description	Year	Number of KMs <u>OR</u> Hours			* Type of Service	* Reliability	Original Purchase Price	Total Life M&R Costs (excl. Accidents)	* Condition	TOTAL POINTS	FLEET POLICY ASSESSMENT
				Vehicle KMs	Large Equip Hours	Small Ride On Equip Hours							
10-114	8610114	Portable Traffic Lights	2010		10		5	1	\$8,000	\$500	4	21	Good
10-115	8610115	Portable Traffic Lights	2010		10		5	1	\$8,000	\$500	4	21	Good
11-30	861130	Patrol Truck	2011	259,700			5	3	\$46,000	\$89,584	5	43	Needs Immediate Consideration
13-05	861305	Tandem Axle Truck	2013	108,711			5	3	\$242,609	\$147,530	5	30	Needs Immediate Consideration
11-123	8611123	Toro Groundmaster 4700D	2011			710	5	5	\$24,935	\$9,467	3	26	Qualifies for Replacement
10-118	8610118	Zero Turn Mower	2010			629	5	3	\$75,848	\$9,166	3	24	Qualifies for Replacement
11-119	8611119	Zero Turn Mower	2011			530	5	3	\$24,935	\$11,249	4	25	Qualifies for Replacement
09-107	8609107	Utility Trailer	2009		232		5	1	\$6,075	\$12,948	4	26	Qualifies for Replacement
10-121	8610121	Tractor	2010			1072	5	3	\$43,091	\$24,766	5	29	Needs Immediate Consideration
09-105	8609105	Zero Turn Mower	2009			732	5	3	\$15,361	\$16,277	5	31	Needs Immediate Consideration
92-34	869234	20 Ton Float Trailer	1992	321			5	5	\$11,465	\$29,862	5	48	Needs Immediate Consideration
11-134	8611134	Trailer Mounted Sign Board	2011		0		5	3	\$20,860	\$13,183	5	25	Qualifies for Replacement
09-113	8609113	Utlity Trailer	2009		0		3	1	\$6,075	\$12,756	5	25	Qualifies for Replacement
11-139	8611139	Mower Attachment	2011		0		5	3	\$32,180	\$1,672	5	23	Qualifies for Replacement
11-138	8611138	Zamboni	2011	1,256			5	3	\$87,069	\$48,401	5	25	Qualifies for Replacement
12-10	861210	Sidewalk / Trackless Vehicle	2012	654,238			5	5	\$114,721	\$123,412	5	69	Needs Immediate Consideration
09-35	860935	Patrol Truck	2009	103,229			5	3	\$36,404	\$22,841	5	33	Needs Immediate Consideration
12-39	861239	Service Truck	2012	172,622			5	5	\$49,920	\$55,983	5	39	Needs Immediate Consideration
08-100	8608100	Generator	2008		0		3	3	\$28,080	\$6,148	4	24	Qualifies for Replacement
12-142	8612142	Hot Box	2012		2487		5	5	\$27,024	\$77,302	5	32	Needs Immediate Consideration
14-12	861412	Tandem Axle truck	2014	92,494			5	3	\$236,863	\$157,820	4	27	Qualifies for Replacement
14-20	861420	Single Axle Plow Dump Truck	2014	304,046			5	3	\$247,327	\$75,298	5	40	Needs Immediate Consideration
14-48	861448	Single Axle Truck	2014	366,616			5	3	\$190,263	\$65,018	4	43	Needs Immediate Consideration
12-29	861229	1/2 Ton Truck	2012	96,172			5	3	\$32,546	\$23,646	4	30	Needs Immediate Consideration
12-150	8612150	1 Ton Garbage Truck	2012	692,223			5	5	\$124,364	\$50,487	5	68	Needs Immediate Consideration
12-151	8612151	1/2 Ton Truck	2012	59,147			5	1	\$32,609	\$10,201	4	24	Qualifies for Replacement
10-116	8610116	Zero Turn Mower	2010			726	5	3	\$23,582	\$9,585	4	26	Qualifies for Replacement
10-117	8610117	Zero Turn Mower	2010			1139	5	3	\$33,792	\$15,531	3	27	Qualifies for Replacement
14-148	8614148	Yamaha Viking	2014	6,000			5	3	\$10,000	\$10,261	4	23	Qualifies for Replacement
12-98	861298	2012 Ford Escape Hybird	2012	110,546			3	1	\$34,900	\$9,235	2	23	Qualifies for Replacement

### Capital Budget Project Detail Sheet

**Service Area:** IT  
**Project Number:** FLT387  
**Project Name:** Fuel Cardlock Replacement

**Project Description**  
 Upgrade existing fuel cardlock system.

**Project Justification**  
 The existing fuel cardlock system was installed with the new operations centre around 2016. Although functional, it is lacking abilities to meet current needs around financial reporting, user access control (on the software) and handling equipment requiring two fuels (diesel and DEF) which is a growing issue as more pieces of equipment with more stringent emissions systems. The system is supported by the vendor, however no longer upgraded as they have launched a new solution. This system is integral to daily operations as it facilitates fuel supply for the Town's fleet as well as InnPower and South Simcoe Police.

**Project Implications**  
 By not moving forward, the Town will continue to run on an outdated system and would be required by bypass should it fail after vendor support is discontinued.

**Fleet Detail**  
**Recipient:** Roads

Capital Costs	2022	2023	2024	2025	2026	Beyond	Total
Hardware	\$15,000						\$15,000
Implementation	\$5,000						\$5,000
<b>Total Capital Costs</b>	<b>\$20,000</b>						<b>\$20,000</b>

Capital Funding Sources	2022	2023	2024	2025	2026	Beyond	Total
Reserve-Fuel Admin.	\$9,724						\$9,724
Discr.RF-Capital	\$10,276						\$10,276
<b>Total Capital Funding Sources</b>	<b>\$20,000</b>						<b>\$20,000</b>



<b>Net Annual Operating Budget Impact</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Software maintenance 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>

## Capital Budget Project Detail Sheet

**Service Area:** Operations  
**Project Number:** FLT390  
**Project Name:** Ice Resurfacers for Outdoor Rinks and Trails

**Project Description**

Purchase an ice resurfacing machine suitable to maintain outdoor ice surfaces.

**Project Justification**

The Town of Innisfil is growing its offering of outdoor ice for community recreation. In 2018, the outdoor rink at Cookstown began operating, and in 2021 the Town Square ice surface is expected to open. A dedicated unit is required to maintain the Town Square ice surface and that same unit can be transported for occasional use at Cookstown and future outdoor ice surfaces. The dedicated outdoor unit is recommended for frequent floodings given the expected utilization of the Town Square ice surface and the need to provide a higher quality experience. Additionally, floating an ice resurface on a trailer between outdoor and indoor facilities, such as the IRC, risks bringing salt into indoor spaces and also requires significant time to load, unload and transport.

It is also recommended that this outdoor unit be of a smaller, lighter design than indoor units (so that it's more nimble on smaller ice surfaces and properly weighted for a float trailer) and that it run on electricity. The electric model both demonstrates our commitment to environmental sustainability, as well as decreases both air and noise pollution while the machine is in use.

**Project Implications**

Without a dedicated ice resurfacing machine stationed at the Town Square, machine-done floodings will be unlikely. Proper maintenance for high-quality ice cannot be achieved resulting in a lower quality experience. From a users perspective, rough or uneven ice is very difficult to skate on for novice or nervous skaters and will tend to keep them on the benches. Better ice means an inclusive activity for everyone.

**Fleet Detail**

**Recipient:** Roads

Capital Costs	2021	2022	2023	2024	2025	Beyond	Total
Equipment/Fleet	\$140,000						\$140,000
<b>Total Capital Costs</b>	<b>\$140,000</b>						<b>\$140,000</b>

<b>Capital Funding Sources</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Beyond</b>	<b>Total</b>
ARS	\$14,000						\$14,000
Oblig.RF-Municipal Fleet (Future DC's estimated 90% eligible )	\$126,000						\$126,000
<b>Total Capital Funding Sources</b>	<b>\$140,000</b>						<b>\$140,000</b>

<b>Net Annual Operating Budget Impact</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Maintenance, utilities (electrical charging)	\$500	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Operating Budget Impact</b>	<b>\$500</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

**Other Information**

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 FLT390 Ice Resurfacers for Outdoor Rinks and Trails, 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.

# Appendix A: Summary of Staff Complement



## Summary of Staff Complement (Full Time Equivalents - FTEs)

Service Area	2020 Approved FTEs			2021 Proposed FTEs			2021 Proposed FTEs		
	Permanent	Non-Permanent	Students	Permanent	Non-Permanent	Students	Permanent	Non-Permanent	Students
CAO's Office	8.00	-	-	8.00	-	-	8.00	-	-
Communications	3.00	0.70	-	5.00	-	-	5.00	-	-
Community Development Standards Branch	20.00	1.00	3.35	18.60	1.00	3.35	18.60	1.00	3.35
Customer Service	7.00	0.49	-	7.00	0.49	-	7.00	-	-
Economic Development	4.00	-	-	4.00	-	-	4.00	-	-
Leisure Services	5.00	0.91	5.15	4.00	0.91	5.15	4.00	0.91	5.15
Engineering Services	18.00	3.26	2.00	17.00	3.00	2.00	17.00	3.00	2.00
Financial Services	16.00	-	1.00	17.00	-	0.67	17.00	-	0.67
Fire & Rescue Services	46.00	99.48	0.25	46.00	84.34	0.25	46.00	84.00	0.25
People & Talent Services	5.00	-	0.33	6.00	-	0.33	6.00	-	0.33
Information Technology	6.00	2.00	-	8.00	-	-	8.00	-	-
Legal & Clerks Services	9.00	-	-	9.00	-	-	9.00	-	-
Council	-	9.00	-	-	9.00	-	-	9.00	-
Operations	55.63	10.38	13.02	53.63	10.38	11.91	53.63	10.38	11.91
Planning	6.60	-	0.67	9.00	-	0.67	9.00	-	0.67
Library	22.00	8.89	1.89	22.00	8.01	1.89	22.00	8.01	1.89
<b>Total FTEs</b>	<b>231.23</b>	<b>136.11</b>	<b>27.66</b>	<b>234.23</b>	<b>117.13</b>	<b>26.22</b>	<b>234.23</b>	<b>116.30</b>	<b>26.22</b>

Note: Changes from year to year include transfers of FTEs between service areas to better align staff in achieving service delivery excellence. True additions of FTEs have been presented through Change Request forms throughout the budget book.

# Appendix B: LSRCA/NVCA



# Lake Simcoe Region Conservation Authority

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## 2021 Draft Budget - Budget at a Glance



**Lake Simcoe Region**  
conservation authority



## 2021 Budget Highlights

- Respect the tax payer
- Transition Year
- Focus on Implementation

LSRCA continues to demonstrate respect for the taxpayer by requesting a modest 1.00% increase to levies in 2021. Our focus in 2021 will be on the implementation of the current strategic initiatives and transitioning into our new strategic plan (currently in development).

## LSRCA At-A-Glance

LSRCA is a local watershed management organization incorporated under the Conservation Authorities Act (1946).

Since our formation in 1951, we have been dedicated to conserving, restoring and managing the Lake Simcoe watershed.

Our jurisdiction, which began in the East Holland River with five municipalities, has grown to include the entire Lake Simcoe watershed with the exception of the City of Orillia and the Upper Talbot River subwatershed.

LSRCA is governed by an 18-member Board of Directors, appointed within a four-year cycle by its 9 member municipalities. Each year, the Board of Directors elects a Chair and Vice Chair from among its 18 members.

## Our Watershed

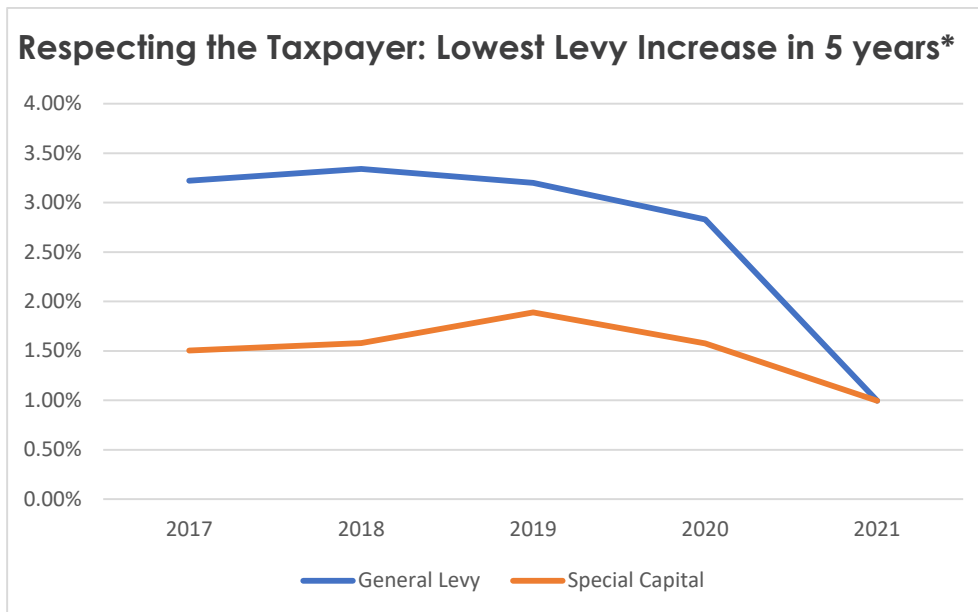
The Lake Simcoe watershed is a 3,400 square kilometre area of land that sweeps across 20 municipalities, from the Oak Ridges Moraine in the south to the Oro Moraine in the north, through York and Durham Regions, Simcoe County and the cities of Kawartha Lakes, Barrie and Orillia.

The watershed is delineated by 18 major river systems and many smaller ones that flow through the landscape to the heart of the watershed; Lake Simcoe.



## Board Approved Assumptions - July 8, 2020

1. Inflation: up to 2.00% used only for applicable expenditures (2020: 2.00%)
2. COLA: up to 1.00% (2020: 1.75%) plus applicable step increases
3. Infrastructure levy for Asset Management: 0.00% (2020: 0.00%)
4. No additional new FTE's in 2021, unless they are fully funded from grants and/or fees
5. General and Special Operating Levy: Up to 1.00%, (2020: 2.83%).
6. Special Capital Levy: Up to 1.00% (2020: 2.34%).
7. Investment in Strategic Priorities: 0.00% (2020: 0.00%)



\* Actual levy increase not budget assumptions.



## LSRCA Total Levy Request for 2021

Based on Board Approved Assumptions

	2020 Levy in Millions	Increase in Millions	2021 Levy in Millions	% increase
General Levy	4.01	0.04	4.05	1.00%
Special Capital Levy	4.29	0.04	4.34	1.00%
Special Operating	0.49	0.00	0.49	1.00%
<b>Total</b>	<b>\$8.79M</b>	<b>\$0.08M</b>	<b>\$8.87M</b>	<b>1.00%</b>

# 2021 Draft\* Capital and Operating Budget

## For the period January - December 31, 2021

### Consolidated Summary

Approved  
Budget 2020  
(Millions)

Proposed  
Budget 2021  
(Millions)

#### **Revenue:**

General Levy	4.0	4.0
Special Capital Levy & Municipal Partners	6.6	6.4
Provincial and Federal Funding	1.6	1.0
Revenue Generated by Authority	8.1	4.2
Other Revenue	0.2	0.1

#### **Total Revenue**

**20.5**      **15.7**

#### **Expenditures:**

Corporate Services	4.0	4.1
Ecological Management	2.5	2.5
Education & Engagement	0.6	0.6
Greenspace Services	0.7	0.7
Planning & Development Services	3.6	3.7
Water Risk Management	1.8	1.3
Watershed Studies & Strategies	0.9	1.5
Operating Expenditures	14.0	14.4
Capital & Project Expenditures	7.1	1.5

#### **Total Expenditures**

**21.2**      **15.9**

#### **Required Draws to/(from) Reserve**

**(0.7)**      **(0.2)**

#### **Net Revenue (Expenditures)**

**0**      **0**

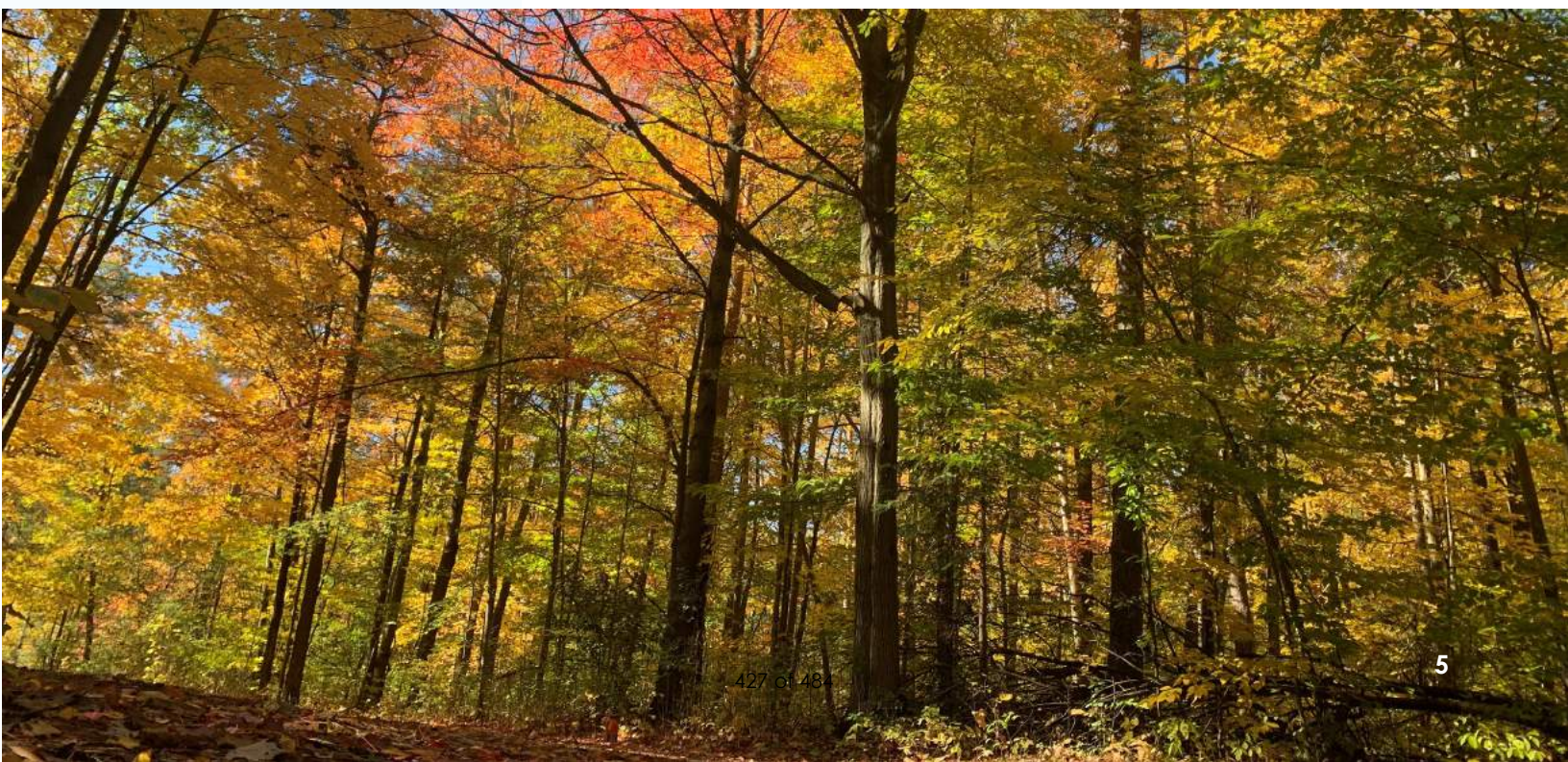
\* Draft budget only, has not been approved by our Board of Directors. Staff will continue to work with budget holders to finalize the 2021 budget.

# Municipality of Innisfil

## Budget Submissions\*

Budget Submissions*	2020 Approved		2021 Proposed		2022 Outlook	
	Municipality Cost	Total Cost	Municipality Cost	Total Cost	Municipality Cost	Total Cost
Corporate Services	32	597	32	599	33	612
Ecological Management	56	1,551	57	1,577	58	1,610
Greenspace Services	9	319	9	321	9	328
Planning & Development	0	25	0	25	0	25
Water Risk Management	34	925	35	933	36	953
Watershed Studies & Strategies	69	878	70	882	71	902
Asset Management	0	0	0	0	2	42
Strategic Initiatives/Growth	0	0	0	0	2	42
<b>Special Capital Programs</b>	<b>200</b>	<b>4,295</b>	<b>203</b>	<b>4,337</b>	<b>211</b>	<b>4,515</b>
<b>Operating</b>	<b>176</b>	<b>4,009</b>	<b>181</b>	<b>4,049</b>	<b>181</b>	<b>4,130</b>
<b>Special Operating</b>	<b>29</b>	<b>487</b>	<b>29</b>	<b>493</b>	<b>30</b>	<b>510</b>
<b>Total</b>	<b>405</b>	<b>8,791</b>	<b>413</b>	<b>8,879</b>	<b>425</b>	<b>9,154</b>

\* Subject to Board of Directors approval.





**Nottawasaga Valley**  
Conservation Authority

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September 28, 2020

Town of Innisfil  
2101 Innisfil Beach Road  
Innisfil, Ontario  
L9S 1A1

Dear Mayor Dollin & Council:

Please find the 2021 Nottawasaga Valley Conservation Authority (NVCA) Draft Budget Booklet at <https://www.nvca.on.ca/Shared%20Documents/NVCA%202021%20DRAFT%20budget.pdf>. This draft budget was received and approved for circulation and input for the 30 day review period, at the September 25, 2020 NVCA Board meeting. Please forward any comments to the undersigned by November 27, 2020.

The NVCA is also pleased to introduce the budget companion, the 2021 Program Overview provides simple, understandable information about how our budget is allocated, what our goals and objectives are both for the current year and future year, along what has been achieved by our team. It can be found at <https://www.nvca.on.ca/Shared%20Documents/2021%20Program%20Overview.pdf>

The NVCA worked very diligently to address the impacts of COVID-19 without adversely impacting our member municipalities. The Town of Innisfil's proposed 2021 levy contribution is \$183,474.77 an increase of \$7,934.90 over 2020. The capital asset levy will be \$10,050.84 This represents a total of \$193,525.61 contribution for 2021.

Please contact Haleigh Ferguson at 705-424-1479 ext. 272 or [hferguson@nvca.on.ca](mailto:hferguson@nvca.on.ca) if your council would like to schedule a deputation or a meeting with staff to discuss this draft budget. We believe the 2021 draft budget represents a wise investment for the long term health of our environment and our local economy.

Yours truly,

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

Doug Hevenor  
Chief Administration Officer

Copies: Jason Reynar, CAO  
NVCA Board Member, Cllr. Rob Nicol  
Lockie Davis, Treasurer



**NOTTAWASAGA VALLEY  
CONSERVATION AUTHORITY**

# **2021 DRAFT BUDGET**

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<b>3</b>	<b>OUR MISSION</b>	<b>7</b>	<b>REVENUES</b>
<b>4</b>	<b>A NEW DIRECTION</b>	<b>8</b>	<b>EXPENSES</b>
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## OUR VISION

A sustainable watershed that is resilient to the effects of climate change, urban growth and other stressors and provides for safe, healthy and prosperous people and communities.

## OUR MISSION

Working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed.



## A NEW DIRECTION

NVCA's new 2020 – 2025 Strategic Plan, emphasizes the important role that conservation authorities play in protecting human life and property from natural hazards. Equally important is the expertise NVCA provides to safeguard and enhance water quality and natural places while providing education and engagement with our residents.

We look forward to continuing to collaborate with our valuable partnerships with municipalities, residents, interest groups and many other stakeholders to accomplish these essential tasks.

As the Province of Ontario has not provided an update on Bill 108, *More Homes, More Choice Act*, NVCA will be moving forward with the 2021 budget and will make adjustments as required once the legislation is finalized.

## OUR WATERSHED

The Nottawasaga Valley Watershed is approximately 3,700 km<sup>2</sup>, with jurisdiction in 18 municipalities in the counties of Simcoe, Dufferin and Grey. The watershed is the source of watercourses that flow into Georgian Bay at Wasaga Beach, Collingwood and Severn Sound.

NVCA's Board of Directors is comprised of one representative appointed from each of our member municipalities.

Board members have a very important role and responsibility to represent the interests of their municipalities, consider the interests and needs of the conservation authority, and establish an effective reporting relationship with their municipal council and staff.



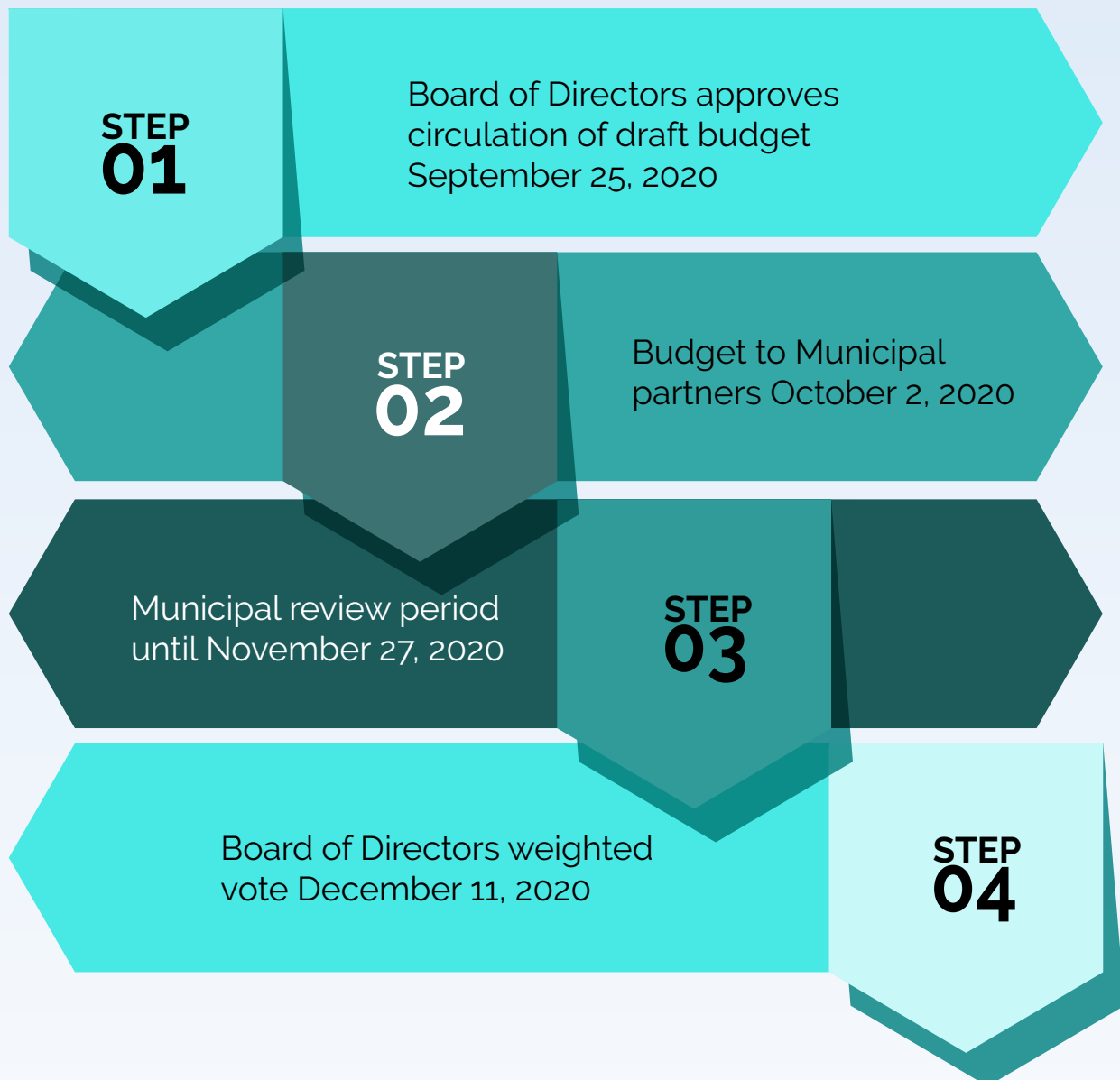
# Budget Process

In September 2020, Board members approved a staff report on the budget pressures projected for 2021 and directed staff to prepare a 2021 budget for consideration based on a \$38,000 increase to general levy.

Staff have developed a draft budget based on a \$35,768 increase. The draft budget is reviewed at the September 25, 2020 Board of Directors meeting and subsequently circulated to NVCA watershed municipalities for comments of which a minimum of 30 days is given as per the *Conservation Authorities Act*. The Board of Directors will vote on the budget at the December Board meeting.

# Budget Vote

The Board of Directors 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.



# 2021 Draft Budget

The 2020 operational 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.

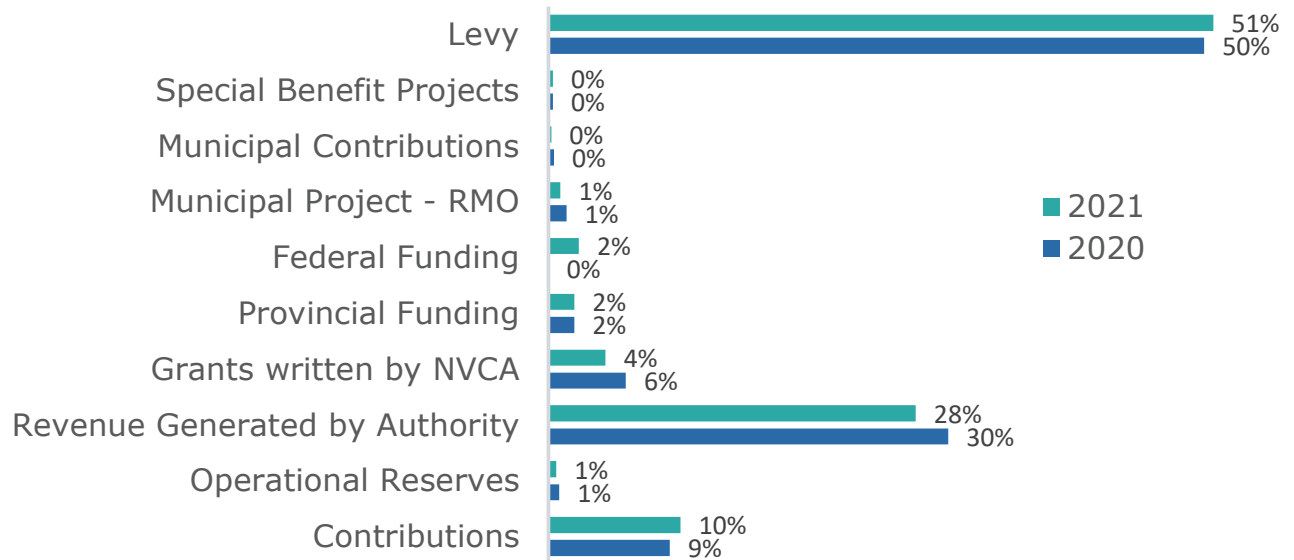
A \$35,768 increase in municipal levy, is needed to support the operating expenditures. The operating levy is shared by NVCA member municipalities based on the CVA apportionment percentages provided by the Ministry of Natural Resources and Forestry.

## Summary of Municipal Levy Contribution

Municipality	2020 CVA Apportionment Percentage	2021 CVA Apportionment Percentage	2020 Operating Levy	2021 Draft Operating Levy	\$ Increase
			\$2,529,056.91	\$2,564,825.14	\$35,768.23
Township of Adjala-Tosorontio	4.16%	4.13%	\$105,257.72	\$105,929.84	\$672.12
Township of Amaranth	0.22%	0.22%	\$5,506.24	\$5,611.84	\$105.60
City of Barrie	15.38%	15.25%	\$388,933.47	\$391,240.99	\$2,307.52
Town of The Blue Mountains	1.37%	1.38%	\$34,577.82	\$35,445.88	\$868.06
Bradford/West Gwillimbury	4.19%	4.26%	\$106,065.78	\$109,284.63	\$3,218.86
Clearview Township	4.94%	4.89%	\$124,970.26	\$125,440.47	\$470.20
Town of Collingwood	10.00%	9.99%	\$252,858.40	\$256,313.24	\$3,454.84
Township of Essa	6.96%	7.02%	\$175,977.75	\$179,955.83	\$3,978.08
Municipality of Grey Highlands	0.35%	0.34%	\$8,742.10	\$8,707.58	(\$34.51)
Town of Innisfil	6.94%	7.15%	\$175,539.87	\$183,474.77	\$7,934.90
Township of Melancthon	0.47%	0.47%	\$11,953.68	\$12,129.06	\$175.38
Town of Mono	3.77%	3.74%	\$95,298.04	\$95,850.08	\$552.04
Mulmur Township	1.63%	1.64%	\$41,214.21	\$41,993.88	\$779.67
Town of New Tecumseth	13.61%	13.66%	\$344,082.16	\$350,370.50	\$6,288.35
Township of Oro-Medonte	7.43%	7.43%	\$187,922.26	\$190,499.82	\$2,577.57
Town of Shelburne	2.01%	2.00%	\$50,862.97	\$51,250.34	\$387.37
Township of Springwater	7.45%	7.48%	\$188,420.02	\$191,877.13	\$3,457.11
Town of Wasaga Beach	9.13%	8.95%	\$230,874.17	\$229,451.82	(\$1,422.35)

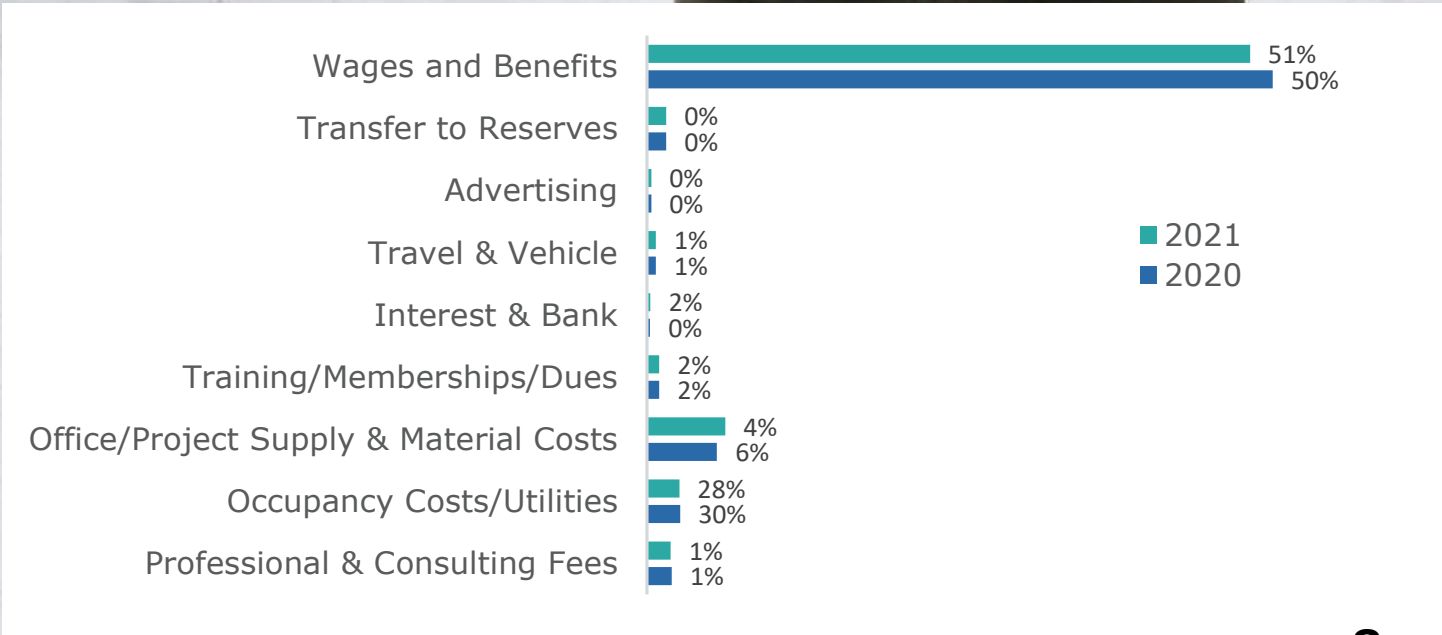


# Revenues





# Expenses



# Asset Management

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

The AMP is based on the annual approval of the asset management plan by the Board of Directors. The AMP was approved by the Board of Directors at the August 2020 Board meeting.

Below are the contributions for 2021 based on the approved Asset Management Plan:

## Capital Asset Levy

	<b>2021 CVA Apportionment %</b>	<b>2020 Capital Levy Contribution</b>	<b>2021 Capital Levy</b>
Township of Adjala-Tosorontio	4.13%	\$5,407.46	\$5,802.89
Township of Amaranth	0.22%	\$282.87	\$307.42
City of Barrie	15.25%	\$22,863.83	\$21,432.38
Town of The Blue Mountains	1.38%	\$2,032.69	\$1,941.74
Bradford/West Gwillimbury	4.26%	\$6,235.18	\$5,986.67
Clearview Township	4.89%	\$6,420.16	\$6,871.69
Town of Collingwood	9.99%	\$14,864.52	\$14,040.97
Township of Essa	7.02%	\$10,345.02	\$9,858.07
Municipality of Grey Highlands	0.34%	\$449.11	\$477.01
Town of Innisfil	7.15%	\$9,490.88	\$10,050.84
Melancthon Township	0.47%	\$614.10	\$664.44
Town of Mono	3.74%	\$5,602.19	\$5,250.72
Mulmur Township	1.64%	\$2,117.32	\$2,300.45
Town of New Tecumseth	13.66%	\$20,227.20	\$19,193.47
Township of Oro-Medonte	7.43%	\$11,047.19	\$10,435.68
Town of Shelburne	2.00%	\$2,613.01	\$2,807.52
Township of Springwater	7.48%	\$11,076.45	\$10,511.13
Town of Wasaga Beach	8.95%	\$11,860.81	\$12,569.49

# Reserves

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

Some of the 2021 expenditures as per the AMP:

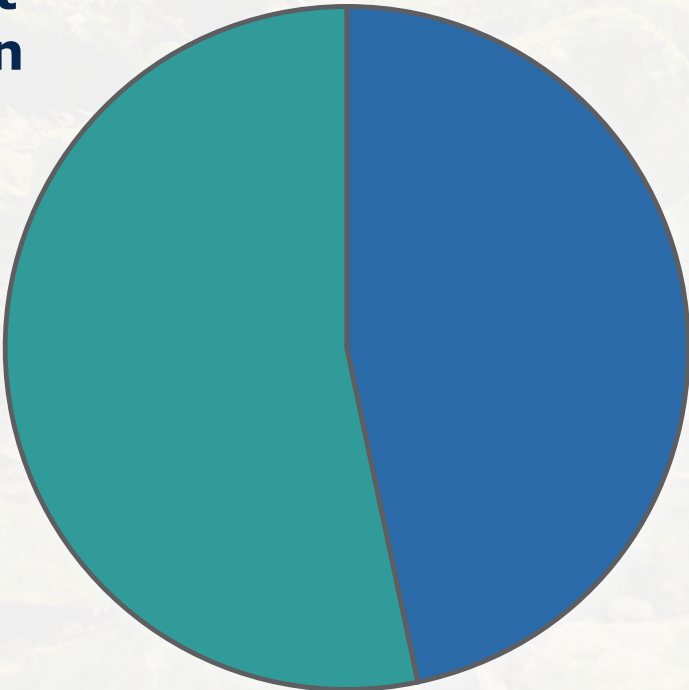
- 1. Dyke safety review for the Pretty River Dyke & a new Truck
- 2. Parts replacement on flood and monitoring equipment to extend life as well as replacement of some end of life equipment
- 3. Computers and server upgrades and network hardware
- 4. Upgrade of the water system at Tiffin, replacement of an AED, some signage upgrades and replacement of folding chairs used for schools and events.

## Funding for Asset Management Plan

**2021 Total Cost:**  
**\$264,574**

**Capital Reserves:**  
\$124,071  
47%

**Asset Levy:**  
\$140,502  
53%



## Nottawasaga Valley Conservation Authority Proposed 2021 Budget

### Consolidated

	BUDGET 2020	BUDGET 2021	\$ CHANGE
<b>REVENUE:</b>			
Municipal Levy	2,529,056.89	2,564,825.14	35,768.25
Special Benefit Projects	16,000.00	16,000.00	-
Oro-Medonte MOU	(37,943.72)	(38,478.73)	(535.01)
Municipal Contributions	20,000.00	10,000.00	(10,000.00)
Municipal Project - RMO	68,000.00	45,000.00	(23,000.00)
Total Municipal Revenue	2,595,113.17	2,597,346.41	2,233.24
MNR Transfer Payment-Flood	97,307.20	97,307.00	(0.20)
Other Provincial Sources	182,500.00	215,500.00	33,000.00
Federal Sources	110,460.00	114,510.00	4,050.00
Total Government Grants	390,267.20	427,317.00	37,049.80
Contributions	460,540.00	501,040.00	40,500.00
User Fees			
Reforestation	53,200.00	46,000.00	(7,200.00)
Conservation Lands	21,000.00	21,600.00	600.00
Planning	989,600.00	989,600.00	-
Environmental Monitoring	13,000.00	13,000.00	-
Environmental Education	298,500.00	148,950.00	(149,550.00)
Tiffin Operations	95,500.00	117,300.00	21,800.00
Conservation Land Leases	32,400.00	33,590.00	1,190.00
Investment Income	15,000.00	25,000.00	10,000.00
Total Contributions and User Fees	1,978,740.00	1,896,080.00	(82,660.00)
Operational Reserves	40,143.72	28,678.73	(11,464.99)
<b>TOTAL REVENUE</b>	5,004,264.10	4,949,422.14	(54,841.96)

### EXPENSES:

Wages and Interprogram Charges	3,934,404.10	3,791,892.14	(142,511.96)
	3,934,404.10	3,791,892.14	(142,511.96)
Other Expenses			
Staff Cost	10,600.00	10,600.00	-
Memberships/Professional Dues	47,100.00	47,350.00	250.00
Educations and Training	29,000.00	29,500.00	500.00
Materials & Supplies - General	354,900.00	358,120.00	3,220.00
Materials & Supplies - Cost of Trees	5,000.00	90,000.00	85,000.00
Vehicles & Large Equipment Costs	42,450.00	42,450.00	-
Office Expenses	23,000.00	16,000.00	(7,000.00)
Equipment Costs	9,000.00	9,000.00	-
Transportation Costs	13,000.00	13,000.00	-
Legal	22,000.00	22,000.00	-
Consultants	116,500.00	109,500.00	(7,000.00)
Insurance	79,600.00	92,700.00	13,100.00
Taxes	23,790.00	23,890.00	100.00
Heat and Hydro	33,000.00	32,000.00	(1,000.00)
Telephones and Internet Access	25,000.00	23,000.00	(2,000.00)

**Nottawasaga Valley Conservation Authority  
Proposed 2021 Budget**

**Consolidated**

	BUDGET 2020	BUDGET 2021	\$ CHANGE
Audit Fees	18,000.00	18,000.00	-
Interest and Bank Charges	19,200.00	21,200.00	2,000.00
Maintenance Expense	31,700.00	31,700.00	-
Uniform Expense	6,000.00	6,500.00	500.00
Leases	14,000.00	14,000.00	-
Advertisement and Communications	26,520.00	26,520.00	-
Bad Debt Expense	500.00	500.00	-
Transfer to Reserves	120,000.00	120,000.00	-
	1,069,860.00	1,157,530.00	87,670.00
TOTAL EXPENSES	5,004,264.10	4,949,422.14	(54,841.96)
SURPLUS (DEFICIT)	-	-	-





**Nottawasaga Valley Conservation Authority**

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441 of 484

Member of



Conservation  
ONTARIO

# Nottawasaga Valley Conservation Authority

## 2021 Program Overview



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## **OUR VISION**

A sustainable watershed that is resilient to the effects of climate change, urban growth and other stressors and provides for safe, healthy and prosperous people and communities.

## **OUR MISSION**

Working together to deliver innovative, integrated watershed management that is responsive to the environmental, economic and social sustainability of the Nottawasaga Valley watershed.

## **WHAT WE VALUE**

An abundance of clean water, clean air and fertile soils that provide for healthy people and ecosystems.

Natural heritage systems and the ecosystem services they provide, particularly as they support resilience to the effects of a changing climate.

Distinctive landforms and waterways including the Georgian Bay coastline, Niagara Escarpment, Minesing Wetlands and others that give our watershed a unique sense of place.

Quality recreational opportunities that our hills, forests, meadows, wetlands, waterways and coastline provide for residents and tourists alike.

A wealth of resources within the capacity of our watershed to provide for thriving communities, successful economies and sustainable agriculture, now and in the future.



# NVCA Profile

2021 represents the NVCA's 61st anniversary of providing services to our watershed. Since 1960, we have continued to work with our municipal partners to provide programs and services that bring to life our vision of a vibrant watershed supporting healthy environments, communities and lifestyles. In 2021, we continue on this course of action as we work to manage and protect our watershed. It is important to note that the pandemic has and will continue to impact the organization, programs and services and ultimately may impact our goals.

The NVCA employs approximately 50 full-time, part-time, contract and seasonal staff across numerous professional fields. Our employees uphold our mandate under the seven service areas listed below and detailed in the pages that follow.

## WATERSHED SCIENCE

\$464K  
4.0 FTEs

## PLANNING & DEVELOPMENT

\$1.39M  
11.9 FTEs

## EDUCATION

\$185K  
2.0 FTEs

## CONSERVATION LANDS

\$523K  
4.8 FTEs

## RESTORATION SERVICES

\$947K  
4.2 FTEs

## CORPORATE SERVICES

\$1.2M  
10.7 FTEs

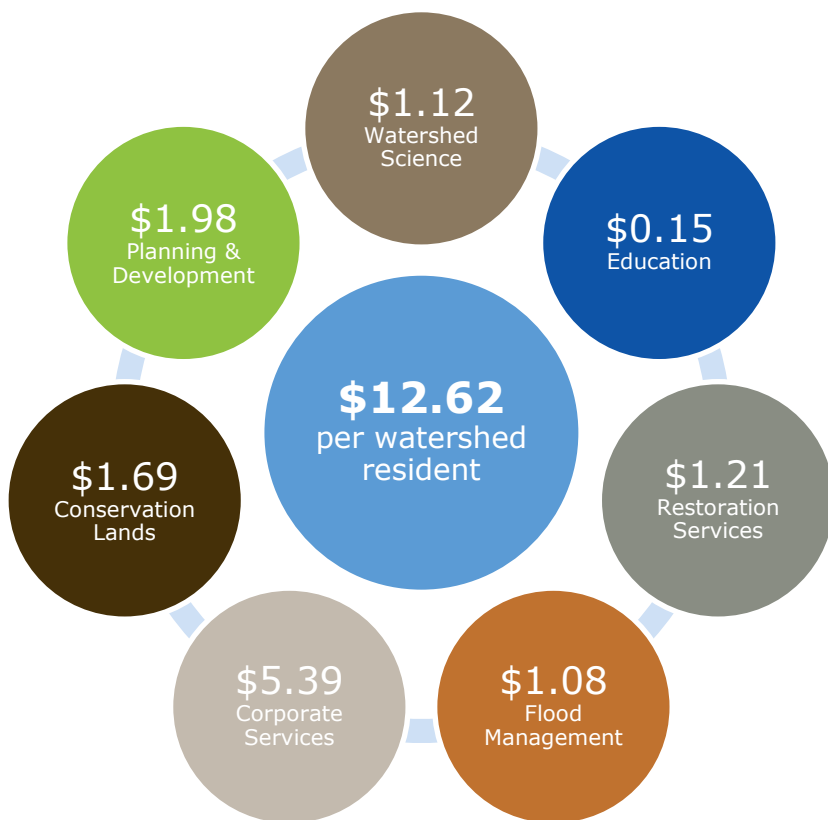
## FLOOD MANAGEMENT

\$318K  
2.5 FTEs

# FUNDING CONSERVATION

NVCA’s 2021 budget is \$4,949,422, which includes a total levy contribution of \$2,564,825. This corresponds to \$12.62 per watershed resident, which is the same as 2020. The budget includes almost \$500K in leveraged funding. When combined with fee for service revenues, 49% of NVCA’s budget is funded through non-levy sources of funding. While the average CA levy supporting operations was \$16.42/capita in 2018, NVCA remains at only \$12.62/capita.

While this builds a strong case for support, it is not enough to improve the health of our watershed; improve water quality; protect from flooding; provide open spaces and trails that are accessible for people to use; and connect and restore forests wetlands and habitats. These services are required for communities to build resilience to climate change, and most importantly, attracting and retaining the talent and economic opportunities that this watershed desires.



Program Name	Cost/Resident
Drinking Source Water Protection	\$0
Watershed Monitoring	\$1.12
Education	\$0.15
Forestry Services	\$0.35
Watershed Stewardship & Restoration	\$0.86
Flood Management	\$1.08
Corporate Communications	\$0.49
GIS & Information Management	\$1.32
Financial Management	\$1.60
Governance	\$1.56
Human Resources	\$0.42
Conservation Lands	\$1.69
Planning & Development	\$1.98

Sustaining the watershed is not our work alone. It is what we do together with municipalities, our neighbours, universities and colleges, donors, local and regional agencies, and the many other partners we work with. We need to celebrate our successes but we also need to increase the scope, scale and intensity of our joint efforts to create a place we can be proud of and celebrate – one we can call home. For life.



# WATERSHED SCIENCE

**\$464K / 4.0 FTEs**

The goal of the Watershed Science program is to manage water and ecological monitoring and to ensure that the organization has adequate and accurate scientific information to support both internal and external partners. This program also works to reduce the risks associated with drinking water to ensure that there is safe, clean and adequate supply of water. It also includes Risk Management Official duties as prescribed by agreements with municipalities.

## Drinking Water Source Protection

The Source Water Protection Program ensures a sustainable and safe source of clean drinking water to residents within the South Georgian Bay-Lake Simcoe Source Protection Region. NVCA does this by meeting our legislative requirements within the *Clean Water Act* and ensuring policies in the Source Protection Plan are implemented. This program also includes Risk Management Official duties as prescribed by agreements with municipalities.

### 2020 Achievements

- Initiated review and amendments to the source protection plan, as directed by Ministerial Order.
- Undertook the development of Risk Management Official work for the nine delegated municipalities.
- Completed jurisdictional review of Dense Non Aqueous Phase Liquids and the Application of Road Salt.
- Development of guidance material to support septic inspections.
- Reviewed policy considerations for Significant Groundwater Recharge Areas.
- Completed amendments to the source protection plan to include new drinking water systems, as required by Regulation 205 of the *Safe Drinking Water Act*.

### 2021 Focus

- Undertake the development of Risk Management Plans for the nine delegated municipalities.
- Review planning applications under Section 59 of the *Clean Water Act* to ensure compliance with the South Georgian Bay Lake Simcoe Source Protection Plan.
- Complete amendments to the source protection plan to include new drinking water systems, as required by Regulation 205 of the *Safe Drinking Water Act*.

### Service Pressures

- This source water protection program (not including Risk Management) has always been fully funded by the Province and there is uncertainty about continued funding.



## Watershed Monitoring

The Watershed Monitoring program monitors the natural resources in the Nottawasaga Valley Watershed including the status of fish and benthic macroinvertebrate populations found in rivers and streams. These programs aim to identify emerging issues and document environmental trends to support science-based adaptive management.

### **2020 Achievements**

- On-going development of the integrated watershed monitoring data management platform.
- Updated the watershed science component of the website.
- Completed a Watershed Monitoring Strategy.
- Completed a broad desktop assessment of evaluated wetlands and unevaluated wetlands on a watershed/subwatershed basis.
- Completed the report documenting NVCA wetland mapping history including protocol for future update efforts.
- Completed natural heritage discussion paper outlining future direction for this program component.

### **2021 Focus**

- Finish the integrated watershed monitoring data management platform.
- Integrate interactive analyzed watershed science data into the website.
- Continue to update wetland inventories.
- Initiate the development of a watershed-scale Natural Heritage System.
- Complete a natural capital asset inventory.
- Update key hydrological feature mapping.

### **Service Pressures**

- There are challenges around predictability and certainty of project-specific funding agreements with municipal, provincial and other partners.





# EDUCATION

**\$185K / 2.0 FTEs**

The Environmental Education program educates the members of the watershed on the interconnectedness of human and natural infrastructure. The education team works to communicate the importance of the collective work as a conservation authority as it relates to ecosystem resilience, biodiversity, and water quality. The goal is to raise awareness, share knowledge, create understanding and inspire action that leads to real and lasting change.

## **2020 Achievements**

- Unfortunately, due to the COVID-19 pandemic, our Education program shut down in mid-March and is not anticipated to restart until late-fall.

## **2021 Focus**

- Determine how to best continue delivering educational programs during pandemic isolation.
- Once possible, deliver educational programs for school groups on-site and through outreach for students in kindergarten to grade 12.
- Run another successful Camp Tiffin, and offering off-site camp programming.
- Build upon past public programs to evolve new educational programs to stay progressive with popular culture and needed environmental awareness.

## **Service Pressures**

- Geographic expanse of watershed service area has resource implications.
- School board funding uncertainties through the pandemic and teacher job action.
- Developing and sharing quality outdoor educational opportunities remotely through various appropriate platforms during the pandemic emergency
- Maintain qualified part-time/casual staff to improve the transition back to teaching when pandemic emergency is over.
- Sharing the educational building with other departments limits current service capacity.



# RESTORATION SERVICES

The goal of NVCA's Restoration Services is to manage natural heritage systems in the watershed by identifying and implementing restoration programs.

## Forestry Services

**\$351K / 1.2 FTEs**

The Forestry Services program contributes to watershed and community health by implementing best forest management practices, including managing forested land and expanding forest cover. Well managed forests protect, enhance and restore land by helping to achieve water quality targets mitigate floods and build resilience to climate change. The NVCA is now the only agency providing this service to watershed residents.

### **2020 Achievements**

- Planted 107,850 trees on 27 properties across the watershed creating 134 acres of new forest.
- Received financial contributions (outside of levy) from provincial and municipal governments, Forests Ontario, corporations and private landowners totaling \$272,222.
- Managed over 1,000 acres of forest; worked with 40 landowners to develop their Managed Forest Plans.

### **2021 Focus**

- Plant approximately 130,000 trees on properties throughout the watershed.
- Create more than 170 acres of new forest cover.

- Assist landowners in managing over 405 hectares (over 1,000 acres) of forest to maintain forest health.
- Hold the 31st Annual Arbour Day Tree Sales, helping landowners to create their own forests.
- Begin securing agreements for the 2022 tree planting.

### **Service Pressures**

- Rapid urbanization and competing land use interests' impact available land for tree planting.
- Uncertainty around funding from partners and provincial government.
- Ash mortality due to the expansion of the Emerald Ash Borer will impact forest cover in the watershed.



## Watershed Stewardship and Restoration

**\$596K / 3.0 FTEs**

NVCA's Watershed Stewardship and Restoration program aims to restore river and wetland habitat and support agricultural and urban water quality improvement projects. This enhances the ecological health of the watershed and provides enhanced economic and recreational opportunities.

### **2020 Achievements**

- Provided water quality and habitat improvement incorporating landowners and volunteers, through delivery Healthy Waters Grant Incentive Program.
- Continued to maintain canoe route and improve fish habitat in the Mad River.
- Improved habitat for trout/northern brook lamprey and enhanced water quality in the upper Nottawasaga River by stabilizing 300 m of erosive stream bank, installing 300 m of woody instream habitat and 1,000 m of livestock exclusion fencing and creating 2,000m<sup>2</sup> of restored floodplain habitat. This work was completed with a wide range of funding partners.
- Improved trout habitat and water quality in Black Ash Creek and reduced flooding potential by removing the Petun Dam and restoring 130 m of healthy, dynamic natural stream channel and escarpment valley
- Created 0.5 ha floodplain wetland on Beeton Creek through installation of a rock spillway at the Ice Control Structure.

### **2021 Focus**

- Implement new water quality and habitat improvement projects through delivery of Healthy Waters Grant Incentive Program.
- Improve trout habitat and water quality in the Upper Nottawasaga River and Sheldon Creek by stabilizing 300 m of erosive stream bank, installing 300 m of woody instream habitat and 1,000 m of livestock exclusion fencing and creating 2,000m<sup>2</sup> of restored floodplain habitat.
- Develop new high priority dam removal project to take advantage of the water quality and fisheries benefits.
- Collect background data and develop a trout habitat and water quality improvement plan for the Pine River.
- Investigate opportunities for developing a phosphorus offsetting program to address urbanization pressures in subwatersheds.

### **Service Pressures**

- Accessing funding for project costs as 3/4 of program budget is through external revenue sources.
- Corporate sponsors have stepped forward to fill the funding gap but challenges exist with maintaining long-term support from this sector.



# FLOOD MANAGEMENT

**\$318K / 2.5 FTEs**

The goals of the Flood Management program are to reduce the risk to people, property and infrastructure, minimize social disruption due to hazards related to flooding and erosion and to encourage the use of natural flood management practices. This is a delegated responsibility from the Province and the NVCA helps maintain the federal-provincial surface water monitoring network.

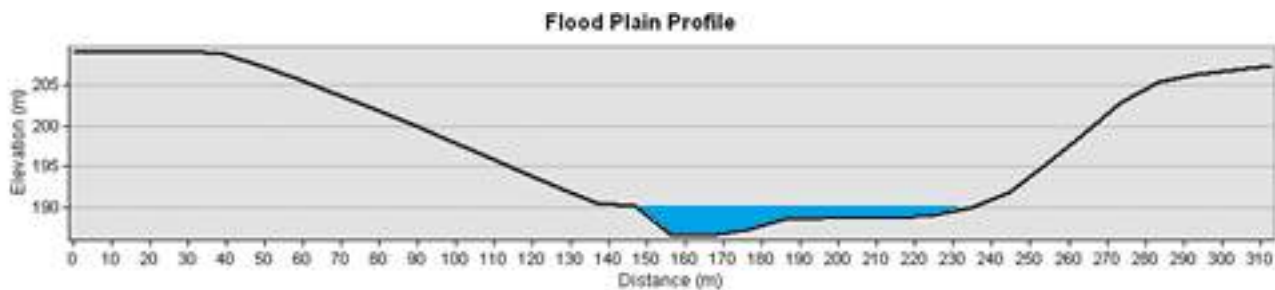


Figure 1: Cross section profile of a stream

## 2020 Achievements

- Monitored flood and low water conditions.
- Inspected and operated flood and erosion control structures, including Utopia, New Lowell and Tottenham dams as well as the Pretty River dyke. The Tottenham Dam Safety Review was completed.
- Monitored ice conditions throughout the watershed.
- On-going maintenance and improvements to the NVCA stream and weather gauges to improve data quality and reliability.
- Further developed criteria for a Georgian Bay shoreline flood warning statement.

## 2021 Focus

- Update the watershed hydrology & transfer flow regime to the generic regulation model.
- Prepare and implement Pretty River Dyke Maintenance Plan.
- Conduct Pretty River dyke safety study.
- Review and begin implementation of recommendations from New Lowell and Tottenham dam safety studies.
- Enhance data management for snow data.

## Service Pressures

- Increased pressure on staff and resources to respond to flood events.
- Reduced resources due to provincial funding cuts.
- Understanding the impact of sustained high water levels of Georgian Bay.
- Time requirements to build new models and analyze large volumes of data.



# PLANNING & DEVELOPMENT

**\$1.39M / 11.9 FTEs**

Planning and Development Services, which includes engineering, permitting and enforcement, ensures that development in the watershed progresses in a sustainable manner that will protect natural heritage features, direct development away from natural hazard lands and protect our water resources. NVCA follows a planning first principle which ensures that planning permissions are in place before we consider any further approvals under the *Conservation Authorities Act*.

## **2020 Achievements**

- Continued to process applications and inquiries under various provincial acts: *Conservation Authorities Act, Planning Act, Niagara Escarpment Planning and Development Act, Aggregate Resource Act, Green Energy Act, Drainage Act, and Environmental Assessment Act*.
- Streamlined the engineering technical review procedures of applications.
- Completed the Emergency Permit Procedure Guideline.
- Finalized two National Disaster Mitigation Program (NDMP) Risk Assessment projects supported through Federal and municipal funding, including updated flood lines for the Town of Wasaga Beach.

## **2021 Focus**

- Update Planning and Regulation Guidelines.
- Finalize the Ecological Offsetting Policy.
- Update the development review fees.
- Continue looking for opportunities with municipalities and partners to streamline processes for the review of applications.

- Continue to use and provide updates to municipal service agreements (MOU's) to provide effective and efficient service.
- Continue to improve review procedures to ensure timely approvals for development applications.
- Promote storm water management/low impact development guidance on municipal plans.

## **Service Pressures**

- Program operates on a cost recovery basis.
- Increasing growth, development and associated changes in land use in the watershed.
- Continued growth and issues with excess fill have resulted in an increase in the number of violations.
- Uncertainty around legislative amendments through provincial review of conservation authority permitting processes and how that will impact service delivery.



# CONSERVATION LANDS

**\$523K / 4.8 FTEs**

Conservation Lands ensures that valuable greenspace is protected and that recreational opportunities are provided in safe, well maintained natural settings, so that watershed residents can enjoy a high quality of life. The NVCA manages 5,260 hectares of conservation land, including the internationally significant Minesing Wetlands.

## **2020 Achievements**

- Safe reopening of NVCA conservation areas after temporary closures, including thorough property and hazard tree inspections and enforcement during closure.
- Working with local community partners on conservation lands projects including the completion of the Utopia Conservation Area accessible trail with the Friends of Utopia Gristmill and Park.
- Surveyed of hunting program participants and development of recommendations based on user feedback.
- Completion of the 2020-2030 Land Securement Strategy.
- Property monitoring and Phragmites control within Minesing Wetlands with assistance from Nature Conservancy of Canada.
- Provide interdepartmental support for NVCA programs, including Forestry, Stewardship and Flood.
- Collaborating with Friends of the Historic Fort Willow on completion of infrastructure projects and development of the Fort Willow Master Plan.
- Working with events and groups to safely revise or reschedule over 60 bookings and events.
- Securement of funds to enhance conservation area signage throughout the watershed.

## **2021 Focus**

- Ensure continued safe access to NVCA conservation areas and events.
- Maintain property leases with local partners and municipalities to provide agricultural and recreational opportunities within the watershed.
- Implement Land Securement Strategy.
- Conduct recreational assessment and review on at least one NVCA conservation area.
- Implement recommendations from the hunting program review.

## **Service Pressures**

- Opportunities to improve and enhance recreational and infrastructure options on our properties are limited due to resources.
- Potential liability associated with providing recreational opportunities is increasing.
- Proximity to large urban centers increases guest expectations on facilities and conservation areas. Combined with increased population density within the watershed, NVCA faces increasing land management challenges and higher maintenance needs.
- Changing climate resulting in noticeable impacts on infrastructure and recreational opportunities



# CORPORATE SERVICES

Corporate Services plays a critical supportive role to the Board of Directors and across the organization, providing finance, human resources, communications and administrative leadership. This department is an enabling service, supporting the other six service areas in the organization. Corporate Services consists of the following program areas:

## Corporate Communications

**\$99K / 1.0 FTE**

Corporate Communications provides strategic advice and services designed to inform, inspire, influence and motivate municipal, provincial, federal partners and people of all ages in our watershed communities, to support the work of NVCA.

### **2020 Achievements**

- Continued to grow social media outreach and newsletter subscribers, with focus on NVCA programs and events. Created a science section as part of the monthly newsletter.
- Revamped the Regulations section of the website to help watershed residents have a better understanding of NVCA's permitting process.
- Created a monthly internal staff newsletter in addition to Communication Committee minutes.
- Created graphics, brochures and other materials to help promote programs.
- Continue to revamp more sections of NVCA's website.
- Continue to ensure AODA compliance with provincial standards.

### **Service Pressures**

- Dealing with challenges associated with effectively reaching audiences and changing population across the watershed while keeping in mind the geographic, demographic and socio-economic span and diversity of the watershed.
- Clarify NVCA's role and services in urban and rural areas.

### **2021 Focus**

- Continue to grow social media outreach and newsletter subscribers.



## Geographic Information Systems & Information Management

**\$268K / 2.7 FTEs**

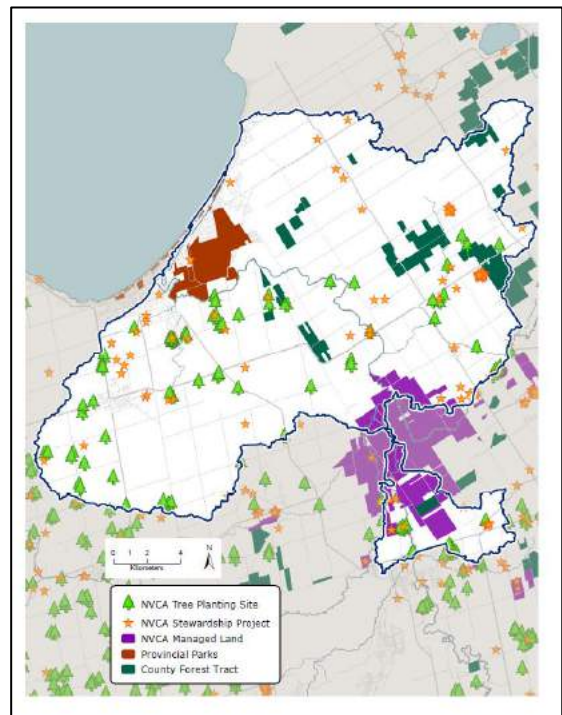
Geographic Information Systems (GIS) and Information Management is responsible for providing data integrity while managing a secure, reliable and integrated information technology environment that aligns our business and strategic goals.

### 2020 Achievements

- Developed and implemented document management applications for projects and enhancement of planning database
- IT Infrastructure replacement including SAN Server and data migration
- Migrated NVCA email to Microsoft 365 platform
- Supported flood hazard mapping program through risk assessment projects
- Developed a BETA version of public facing GIS mapping tools for NVCA data and applications

### 2021 Focus

- Continue development of a Watershed Science data management platform providing viewing, upload and querying capabilities linked to the GIS system.
- Core data management and update schedule including implementing a Meta Data standard, provincial and municipal communication, and file services.
- Implementing a Telephony solution
- IT infrastructure replacement as per the Asset Management Strategy
- Linking workflows and permitting to spatial data.



### Service Pressures

- Systems security is a constant threat that must be balanced with the costs to keep the network running smoothly and safely.
- Maintaining larger and more complex data holdings as the need for program support and analysis continues to increase. There has been a significant increase in provincial, municipal and public expectations for information, data analysis tools and predictive modeling.
- As technology advances so does the need to bring the organization forward with innovative solutions.





Photo credit: Trevor Weeks

## Financial Management

**\$325K / 3.9 FTEs**

Financial management is responsible for all of our day-to-day financial operations, such as payroll and accounts payable/receivable. Other areas include budgeting, procurement, risk management, legal, quarterly and annual financial reporting, records management, reception, and freedom of information requests/reporting.

### **2020 Achievements**

- Implemented new Purchase Order System.
- Began implementation of Electronic Fund Transfer (EFT system).
- Processed Freedom of Information requests.
- Continued the paperless initiative to reduce our environmental impact.

### **2021 Focus**

- Complete implementation EFT system.

- Investigate software to improve budgeting processes.

### **Service Pressures**

- Budget pressures to minimize the levy requirements from member municipalities while still achieving integrated watershed management plan activities.
- Financial management requires continued compliance with changing external legislation for reporting, payroll and tax.





## Governance

**\$299K / 2.3 FTEs**

The Chief Administrative Officer (CAO) provides expert knowledge, strategic advice and recommendations to the Board of Directors with regard to policy, program and budget decisions. The CAO also provides operational leadership to staff, guiding and influencing processes, decisions and implementation, with the goal of advancing our mission. Governance supports Board Member decision making and leadership by promoting and facilitating the participation of municipal members on the Board of Directors. Authority staff provide timely professional support, information and recommendations, through meetings with members of the Board, who guide the NVCA into the future.

### **2020 Achievements**

- Efficiently and effectively managed water resources in the NVCA watershed for current and future generations through essential and integrated programs.
- Updated Administrative Bylaws to allow for continued Board meetings during pandemic and implemented Board management software to increase efficiency of Board.
- Ensured the NVCA Board of Directors acts in the long-term best interests of the NVCA by providing an overarching perspective in managing strategic, structural, cultural, economic and technological changes while ensuring that new initiatives are well aligned with the NVCA's portfolio and abilities.

- Built new partnerships and new business models while continuing to develop relationships with existing partners such as businesses, watershed stakeholders, municipalities and provincial and federal governments, to ensure the implementation of programs and services.

### **2021 Focus**

- Cultivate partnerships with the private sector, watershed municipalities, ENGOs and provincial and federal governments to ensure the NVCA continues to implement programs and services.
- Continue to lead and advocate for innovative approaches and projects to support the Integrated Watershed Management Plan.

### **Service Pressures**

- Possible regulatory and mandated changes to conservation authority programs and services.



## Human Resources Management

**\$86K / 0.8 FTEs**

Responsible for the effective management of people in the organization through the provision of services such as staff recruitment, health and safety, diversity, inclusion and accessibility, employee learning and development, benefit and insurance administration and performance management.

### ***2020 Achievements***

- Ensured human resources management best practices were followed through connections with other CA's and municipalities.
- Ensured the Health & Safety of our employees was paramount during the pandemic.
- Updated employment policies as required.

### ***2021 Focus***

- Respond to unknown/emerging recruitment needs.
- Review and update employment policies.

### ***Service Pressures***

- Finding talent to replace "hard to fill" positions as required.
- Responding to matters resulting from the Provincial government's review of municipalities and conservation authorities.





**Nottawasaga Valley**  
Conservation Authority



The Nottawasaga Valley Conservation Authority (NVCA) is your public agency dedicated to the preservation of a healthy environment. As your partner, the NVCA provides the expertise to help protect our water, our land, our future.

**8195 8th Line, Utopia, Ontario L0M 1T0**

#### **Contact us**




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**Website:** [nvca.on.ca](http://nvca.on.ca)

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If you require this document in an alternative format, please contact us at 705-424-1479.

# Appendix C: 2021 & 2022 Capital Budget Project Mapping Tool



Photo credit: Todd Marco



# 2021 & 2022 Capital Budget Project Mapping Tool

Our new Capital Budget Project Mapping Tool gives you important information on proposed 2021 and 2022 projects.

At a glance, the map provides the project location, description, justification and photos.

You can navigate the map to an area of interest within Innisfil to see all the proposed capital projects over the next two years. Once navigated to the area of interest, you can get a project number and name by clicking within the mapped project area. With the project number and name, you can scroll the projects list adjacent to the map and select the corresponding project. When selected from the list, you can see the project description and justification in the left panel. This information is extracted from the corresponding Capital Budget Project Detail Sheets.

If you have a project number of interest, you can double click the project in the project list adjacent to the map and the map will “fly” to the project location.

The tool can be found online at [innisfil.ca/budget](http://innisfil.ca/budget).

Check it out



# Appendix D: Summary of 2023-2030 Capital Projects



Photo credit: Linton

## Access to Public Transit

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
PLN91 Transit Master Plan	30,000
RDS372 Bike Share Program	128,104
<b>Total Access to Public Transit Projects</b>	<b>\$ 158,104</b>

## Asset Management

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
PKS341 Legal Surveys	444,617
<b>Total Asset Management Projects</b>	<b>\$ 444,617</b>

## Community Hubs

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
FAC2 Facility Gateway Wayfinding Signage Replacement Program	573,194
FAC10 Innisfil Recreational Complex (IRC) Concrete Flooring Replacement	150,000
FAC13 Innisfil Recreational Complex (IRC) Floor Scrubber	19,000
FAC16 Innisfil Recreation Complex Modular Fibreglass Building	103,000
LIB49 Lakeshore Facility Assessment & Repairs	150,000
LIB52 Replacement Furnishings	200,000
PKS141 Innisfil Recreation Centre (IRC) Sports Field Irrigation Replacement	866,157
PKS202 Innisfil Beach Park (IBP) Lakeside Pavilion Building Maintenance	15,000
PKS207 Innisfil Beach Park (IBP) West Pavilion Building Maintenance	53,800
PKS240 Innisfil Beach Park (IBP) Lakeside Pavilion Roof Repairs	49,000
PKS282 Innisfil Recreational Centre (IRC) Repair Exterior Doors/Overhead Doors	50,000
PKS286 Innisfil Recreational Centre (IRC) Floor Repairs	138,900
PKS315 Town Hall Roof Repairs	125,000
PKS317 Town Hall Carpet Replacement	104,000
PKS355 Warrington Way Park - Sports Field Redevelopment	181,207
PKS375 Innisfil Recreation Complex (IRC) Roadway Upgrades and Replacements	1,378,600
<b>Total Community Hubs Projects</b>	<b>\$ 4,156,858</b>



## Corporate Management

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
ADM10 Community Strategic Plan	265,000
ADM20 Development Charges Background Study Update & Community Benefit Charges Strategy	174,000
<b>Total Corporate Management Projects</b>	<b>\$ 439,000</b>

## Fire Protection

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
FIRE2 Volunteer Firefighter Bunker Gear	93,000
FIRE56 Self Contained Breathing Apparatus	600,000
FIRE58 Fire Station #6 - Innisfil Heights	10,500,000
FIRE62 Replacement Gas Detection Devices	20,000
FIRE63 Replacement Defibrillators	84,000
FIRE64 Replacement Extrication Equipment	175,000
FLT255 Replacement Fire Pumper 1 Unit 09-172	600,000
FLT288 Replacement Fire Car 3 Unit 14-179	55,000
FLT289 Replacement Fire Car 2 Unit 15-181	55,000
FLT291 Replacement Fire Utility 3 Unit 12-175	55,000
FLT292 Replacement Fire Prevention Vehicle Unit 16-170	55,000
FLT293 Replacement Fire Utility 2 Unit 14-180	55,000
FLT294 Replacement Fire Car 4 Unit 13-177	55,000
FLT295 Replacement Fire Aerial Truck Unit 11-173	1,750,000
FLT340 Addition of Pumper/Rescue Truck - Station #6	850,000
FLT341 Addition of Tanker Truck - Station #6	350,000
FLT342 Addition of Utility Vehicle - Station #6	55,000
FLT382 Replacement Fire Pumper 3 Unit #11-174	620,000
FLT383 Replacement Fire Car 2 unit #15-181	55,000
FLT384 Replacement Fire Car 1 Unit #17-186	55,000
<b>Total Fire Protection Projects</b>	<b>\$ 16,137,000</b>

## Fleet Management

Project No. & Project Name	2023 - 2030 Proposed
FLT262 Portable Traffic Light - 1 set	42,500
FLT299 Vacuum Sidewalk Sweeper	122,000
FLT300 Additional Hot Box Patcher	46,500
FLT301 Multi Use Trail Snow Plow Truck	86,600
FLT302 Street Flusher	316,000
FLT303 Additional Single Axle Combination unit	424,200
FLT329 Additional 1 Ton Dump Truck / Water Truck	113,100
FLT332 Purchase One(1) 20ft Equipment Trailer/Float	16,750
FLT333 Additional Zero Turn Mower	31,500
FLT335 Additional One Ton 4WD Crew Cab	88,100
FLT336 Purchase New Utility Vehicle for Town Campus	55,800
FLT338 Additional 11' Mower	89,700
FLT346 Storm Water Pick-up	70,200
FLT386 Fleet Services Sustain (Replace) Vehicles & Equipment Program	10,432,150
<b>Total Asset Management Projects</b>	<b>\$ 11,935,100</b>

## Growing Communities

Project No. & Project Name	2023 - 2030 Proposed
ENG34 Engineering Standards Update	112,039
ENG52 Transportation Master Plan Update	422,785
ENG57 Software for Sustainable Infrastructure	31,828
ENG61 Sustainable Development Goals	274,632
LIB42 idealLAB & Library with Recreational Component in Lefroy - Design, Preparation & Construction	8,806,300
LIB47 Town Campus Library Branch Site Planning & Design & Construction	17,032,200
LIB53 Master Plan	60,000
LIB54 Strategic Plan	60,000
LIB59 Master Plan	70,000
LIB64 Strategic Plan	70,000
PKS105 Parks Master Plan - Update	143,961
PKS191 Road Ends Program - Implement Parks & Recreation Master Plan Recommendations	3,398,975
PKS213 Trail Program - Implement Trails Master Plan	5,372,404
PKS216 Cookstown Library & Community Park Phase 3	709,268
PKS218 25th Sideroad & Big Bay Point - New Community Space	3,451,408
PKS373 Town Campus - Implement Campus Node Master Plan	4,043,081
PKS374 Innisfil Beach Park- Implement Innisfil Beach Park Master Plan	7,590,448
PKS404 New Development Parks Program	25,076,674
PKS405 Meadows of Stroud Splashpad	817,067
PKS406 Mobility Orbit Square and GO Station Park	10,572,134
PLN20 Our Place Official Plan Update	150,000
PLN38 Renewable Energy Facilities Siting Protocol	40,000
PLN42 Alcona Neighbourhoods Action and Implementation Plan	90,000
PLN44 Town-Wide Parking Study	65,000
PLN45 Municipal Comprehensive Review	55,000
PLN48 Main Streets Visioning and Policy Update	160,000
PLN50 Technology Implementation Policies	60,000
PLN51 Cultural Heritage Landscape Study	55,000
PLN52 Our Place Official Plan Update	350,000
PLN53 Town-Wide Zoning By-Law/Community Planning Permit System Update	244,007

## Growing Communities Continued

Project No. & Project Name	2023 - 2030 Proposed
PLN56 Commercial Land Needs Study and Policy Update	20,000
PLN58 Place Making Community Improvement Plan	50,000
PLN60 Age-Friendly Community Action and Implementation Plan	45,000
PLN62 Innisfil Heights Employment Area Policy Review	50,000
PLN63 Employment Lands Policy Review	120,000
PLN65 Agricultural and Rural Area Placemaking Implementation	25,000
PLN69 Town-Wide Neighbourhood Plan Study and Implementation	80,000
PLN70 Autonomous Vehicle Accommodation Study and Implementation	45,000
PLN71 Healthy Communities Policy Review and Implementation	35,000
PLN72 Place Making Design and Policy Implementation Review	55,000
PLN73 Place Making Design and Policy Implementation Review	40,000
PLN74 Our Shore Management - Phase 2	70,000
PLN76 Urban Forest Policy Review	40,000
PLN77 Climate Change Action Plan and Implementation	40,000
PLN80 Mobility Orbit - Policy Update	70,000
PLN82 Provincial Policy Update - Implementation	90,000
PLN83 Cookstown Heritage Conservation District - Policy Update	40,000
PLN88 Climate Change Policy Review and Update	50,000
PLN89 Town-Wide Zoning By-Law/Community Planning Permit System Update	130,000
RDS241 13th Line - Big Bay Point Road/25th Sideroad to Friday Drive - Reconstruction and Multi-use Trail/Paved Shoulders	2,465,920
RDS248 20th Sideroad (Bypass of IBR and Metrolinx Intersection) - Leslie Drive to South of Innisfil Beach Road	1,005,182
RDS276 7th Line - 20th Sideroad to Lake Simcoe - Urbanization	24,112,727
RDS287 25th Sideroad & Big Bay Point - New Roundabout/Traffic Signal	1,367,667
RDS309 10th Line - Sandy Cove west settlement boundry to Purvis Street - Urbanization/Active Transportation	20,342,029
RDS311 Highway 89 East-West Link - EA and Needs and Justification Study	384,335
RDS312 Mapleview Drive - 25th Sideroad to 20th Sideroad - Reconstruction	6,540,957
RDS316 7th Line Reconstruction - Yonge St. to 20th Sideroad	6,168,974
RDS338 Innisfil Beach Road and 20th Grade Separation Study, Design, and Construction	895,539
RDS356 Big Bay Point Road - 20th Sideroad to 25th Sideroad/13th Line - Reconstruction	6,944,447
RDS375 Innisfil Beach Road Gateway Feature	489,290
<b>Total Growing Communities Projects</b>	<b>\$ 161,196,278</b>

## Information Technology

Project No. & Project Name	2023 - 2030 Proposed
IT63 Hardware Replacements	700,000
IT70 Hardware Replacements - CDSB Building	200,000
IT73 Business Systems & Process Enhancements	325,000
IT89 IT Infrastructure Replacements	375,000
IT130 Network Security Updates	25,000
IT132 Card Access Technology Upgrade	30,000
IT133 Phone System Replacement	125,000
IT136 Council Chambers Audio Visual upgrades	300,000
IT140 IT Research & Development	80,000
IT143 Resident Internet	100,000
IT144 Database Management Software	60,000
IT146 Digital Services	150,000
LIB4 RFID	50,000
LIB5 Electronic Equipment - All Branches	643,011
<b>Total Information Technology Projects</b>	<b>\$ 3,163,011</b>

## Parks & Recreation Spaces

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
PKS20 Annual Playground Replacement & Park Redevelopment Program	5,050,617
PKS135 Lefroy Arena Redevelopment	23,102,314
PKS136 Stroud Arena - Redevelopment	25,592,555
PKS334 Baseball/ Soccer Sports Complex	14,409,822
PKS345 Parks/Road Ends Signage Program	711,295
PKS349 Nantyr Park Baseball Diamond Re-development	194,779
PKS359 Crossroads Park - Resurfacing and Fencing of Courts	163,000
PKS360 Coralwoods Park - Parking Lot Repaving	71,000
PKS361 Dempster Park - Parking Lot Repaving	105,000
PKS362 Huron Court Park - Parking Lot Repaving	140,000
PKS363 Fennels Corners Park - Parking Lot Resurfacing	54,000
PKS366 Knock Community Centre Parking Lot Surface Sealing	40,000
PKS367 Lefroy Arena - Skate Park Replacement and Upgrades	443,266
PKS396 Isabella St.- Boat Launch/Government Dock Rehabilitation	832,207
PKS408 Hazard tree assessment and remediation	174,100
PLN84 Innisfil Beach Park Master Plan Update	75,000
<b>Total Parks &amp; Recreation Spaces Projects</b>	<b>\$ 71,158,955</b>

## Roadway Network

	2023 - 2030 Proposed
<b>Project No. &amp; Project Name</b>	
ADM45 Innisfil Resident and Business Survey	40,000
RDS225 Sidewalk Improvement Program	3,868,318
RDS260 Holy Cross Catholic School - New Pedestrian Signal	373,141
RDS296 Roads Needs Study Update	225,000
RDS319 Cookstown Library- Sidewalk connection from Church and Saunders	92,539
RDS349 Road Rehabilitation Program	79,845,363
RDS355 Various Bridge/Culvert Rehabilitations	1,865,646
RDS374 Traffic Calming Strategy Implementation Program	3,534,626
RDSOT4 Streetlight Program	991,123
<b>Total Roadway Network Projects</b>	<b>\$ 90,835,756</b>

## Stormwater Management

Project No. & Project Name	2023 - 2030 Proposed
ENG59 Flooding Strategy and Stormwater Management Master Plan Update	456,038
PKS139 Town Campus - Drainage Improvements	464,412
RDS172 Stormwater Pond Cleanout/Retrofit Program	5,947,355
RDS221 Emerald Ash Borer Management Program	1,142,891
RDS266 Various Roads - Drainage Improvement Program	8,016,441
RDS274 Stormwater CCTV Inspections	1,000,839
SWM1 Existing Municipal Drain Improvements	513,442
SWM2 Existing Municipal Drain Improvements	1,552,268
SWM3 Existing Municipal Drain Procedural Works	377,045
SWM4 Existing Municipal Drain Procedural Works	286,573
SWM6 Stormwater Management Facility Sediment Surveys	173,891
SWM7 Stormwater Management Facility Sediment Surveys	201,587
<b>Total Stormwater Management Projects</b>	<b>\$ 20,132,782</b>

# Appendix E: Policies & Long Range Financial Plan





# Policies & Long Range Financial Plan

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Financial policies provide guidance to staff to ensure that the operating and capital budgets are prepared in a financially sustainable manner and align with the Town’s long-term goals. Full details of each policy and more information related to the Town’s Long Term Financial Plan can be found online at [innisfil.ca/budget](http://innisfil.ca/budget).

The following financial policies, accompanied by a brief description, have been referenced while preparing the 2021/2022 Budget:

Policy	Description of Policy
Multi Year Budget Policy	This policy establishes guidelines for the planning, development, and approval of multi-year budgets. In addition, direction is provided for adjustments of multi-year budgets, if needed.
Property Tax Operating Surplus/Deficit Disposition Tax Rate Stabilization Reserve	This policy provides direction for the treatment of any annual operating surplus or deficit that occurs from property tax related activities. It also defines circumstances for accessing tax rate stabilization reserve funds, minimum/maximum balances, and balance restoration guidelines.
Debt Management Policy	This policy sets out the strategy, methods, goals, and controls for managing debt requirements and commitments while ensuring compliance with the Municipal Act, 2001 as amended and related Regulations.
OLG Slots Revenue – Allocation & Utilization Policy	This policy sets out the financial strategy for the allocation and utilization of the revenues received from the Ontario Lottery & Gaming Corporation (OLG) relating to the Town’s share of slot machine revenue generated from Gateway Casinos Innisfil, formerly known as Georgian Downs.

Policy	Description of Policy
Capital Budget Funding Policy	This policy sets out a funding strategy for capital initiatives to ensure that service and infrastructure standards can be met with minimal/manageable increases in tax and user rates, while avoiding drastic cuts in service levels.
Fleet Management Policy	This policy ensures staff are equipped with safe, reliable, economical, and environmentally sound transportation to ensure services are delivered. In addition, this policy strives to prolong vehicle use and maximize equipment investment returns.
New Residential Streetlights and Intersection Streetlights Prioritization Policy	This policy establishes a prioritization strategy for the implementation of streetlights, with the overall goal that all urban residential streets and rural intersections within the Town should be provided with streetlights.
Long Range Financial Plan	This document provides an analysis of the Town's financial health in comparison to current economic conditions and other municipalities. It includes a twenty-year forecast and concludes with recommendations and improvements to strengthen the Town's financial planning policies to achieve greater stability.

# Appendix F: Library Operating Budget



## Library Operating Budget

Innisfil Public Library Board's proposed 2021-22 budget is represented within the Town of Innisfil's service-based budget categories. However, as the Library is governed by a separate Board the Library's budget is also represented separately in the table below.

### Budget Displayed by Service Bundle and Service

	2020	2021			2022		
	Approved Budget	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
<b>Council &amp; Board Services</b>							
Council & Committee Support	30,410	29,702	(708)	(2.33%)	29,989	287	0.97%
<b>Total Council &amp; Board Services</b>	<b>\$ 30,410</b>	<b>\$ 29,702</b>	<b>\$ (708)</b>	<b>(2.33%)</b>	<b>\$ 29,989</b>	<b>\$ 287</b>	<b>0.97%</b>
<b>Information Services</b>							
Connecting the public to information, resources, tools	920,382	837,485	(82,897)	(9.01%)	866,365	28,880	3.45%
<b>Total Information Services</b>	<b>\$ 920,382</b>	<b>\$ 837,485</b>	<b>\$ (82,897)</b>	<b>(9.01%)</b>	<b>\$ 866,365</b>	<b>\$ 28,880</b>	<b>3.45%</b>
<b>Community Hubs</b>							
Community Centres, Rizzardo Health and Wellness Centre & Libraries	349,023	392,035	43,012	12.32%	395,613	3,578	0.91%
<b>Total Community Hubs</b>	<b>\$ 349,023</b>	<b>\$ 392,035</b>	<b>\$ 43,012</b>	<b>12.32%</b>	<b>\$ 395,613</b>	<b>\$ 3,578</b>	<b>0.91%</b>
<b>Community Programming &amp; Activities</b>							
Technology Training	387,604	411,956	24,352	6.28%	417,715	5,759	1.40%
Literacy Support Programming	388,752	388,429	(323)	(0.08%)	399,885	11,456	2.95%
Culture Programming	43,866	72,770	28,904	65.89%	75,885	3,115	4.28%

	2020	2021			2022		
	Approved Budget	Proposed Budget	Year to Year \$ Change	Year to Year % Change	Proposed Budget	Year to Year \$ Change	Year to Year % Change
Community Outreach	199,911						
Collections	553,134	571,881	18,747	3.39%	582,460	10,579	1.85%
Special Events	43,341	44,550	1,209	2.79%	45,924	1,374	3.08%
<b>Total Community Programming &amp; Activities</b>	<b>\$ 1,616,608</b>	<b>\$ 1,663,319</b>	<b>\$ 46,711</b>	<b>2.89%</b>	<b>\$ 1,698,541</b>	<b>\$ 35,222</b>	<b>2.12%</b>
<b>Corporate Management</b>							
Corporate Performance & Management	188,200	122,474	(65,726)	(34.92%)	128,025	5,551	4.53%
<b>Total Corporate Management</b>	<b>\$ 188,200</b>	<b>\$ 122,474</b>	<b>\$ (65,726)</b>	<b>(34.92%)</b>	<b>\$ 128,025</b>	<b>\$ 5,551</b>	<b>4.53%</b>
<b>Information Technology</b>							
Helpdesk	88,660	27,940	(60,720)	(68.49%)	28,211	271	0.97%
Business Solutions	22,375	59,403	37,028	165.49%	59,981	578	0.97%
IT Operations	88,329	75,720	(12,609)	(14.28%)	76,007	287	0.38%
<b>Total Information Technology</b>	<b>\$ 199,364</b>	<b>\$ 163,063</b>	<b>\$ (36,301)</b>	<b>(18.21%)</b>	<b>\$ 164,199</b>	<b>\$ 1,136</b>	<b>0.70%</b>
<b>Communications &amp; Community Engagement</b>							
Internal & External Communications	134,343	187,672	53,329	39.70%	193,010	5,338	2.84%
<b>Total Communications &amp; Community Engagement</b>	<b>\$ 134,343</b>	<b>\$ 187,672</b>	<b>\$ 53,329</b>	<b>39.70%</b>	<b>\$ 193,010</b>	<b>\$ 5,338</b>	<b>2.84%</b>
<b>Total Library Operating Budget</b>	<b>\$ 3,438,330</b>	<b>\$ 3,395,750</b>	<b>\$ (42,580)</b>	<b>(1.24%)</b>	<b>\$ 3,475,742</b>	<b>\$ 79,992</b>	<b>2.36%</b>

### **Summary of Year over Year Change**

<b>Explanation of Change</b>	<b>2021 Year to Year Change</b>	<b>2022 Year to Year Change</b>	<b>Note</b>
Registration & Facility Fees	(18,301)	(2,000)	<b>1</b>
User Fees, Licences and Fines	26,000	-	<b>2</b>
Wages & Benefits	(66,633)	74,671	<b>3</b>
Materials & Supplies	32,443	1,197	<b>4</b>
Utilities	(19,672)	-	<b>5</b>
Contracted Services	8,730	1,124	<b>6</b>
Other	(5,147)	3,000	<b>7</b>
<b>Increase(Decrease) to Property Tax Levy</b>	<b>\$ (42,580)</b>	<b>\$ 79,992</b>	

### **Note: Explanation of Change**

**(1)** Increased revenue related to Library programming is partially offset by increased materials and supplies for the hackLAB, and lost hall rental revenue as a result of COVID-19.

**(2)** Decreased revenue as a result of eliminating Library fines.

**(3)** 2021 & 2022 reflect salary progression, employment agreements, economic adjustments, and changes in benefit cost. Savings related to freezes of non-union wages, and a 1% non-union COLA increase for 2021 are included in the Corporate budget. The 2021 change also captures the proposed conversion of a Library contract position to a fulltime permanent position within Communications budget, and an increase in internal recoveries from Leisure Services, Communications and Health & Wellness to partially offset the Community Director costs.

**(4)** Increased as a result of additional materials and supplies for the hackLAB. These costs are recovered through programming revenue (Note 1). The increase in 2021 is also as a result of increased facility maintenance costs for the Cookstown and Lakeshore Library branches, insurance costs, and increased cleaning supplies for all Library facilities as a result of increased cleaning requirements due to COVID-19.

**(5)** Decrease in utility costs to align with historical actuals.

**(6)** Increased to reflect the change in snow clearing costs; 3% inflationary applied in 2022.

**(7)** Other budget adjustments made in an effort to achieve budget targets.

# Appendix G: Glossary



# Glossary

For more information related to some of the common and reoccurring terms/categorizations used throughout the budget document, see the table below:

Term	Definition
<b>Operating Budget – Revenue Categories</b>	
Payment-in-lieu of taxes (PIL) and Supplementary Taxes	Prior to final approval of the budget, this line represents staff estimates for supplementary tax additions and omitted billings net of tax write-offs from the Assessment Review Board (ARB) 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 Corporation (OLG) from slot machine and gaming activity at Gateway



Term	Definition
	Casinos Innisfil, formerly known as Georgian Downs. Of the revenue received, \$200,000 is allocated to the Innisfil Community Foundation, and the remaining 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, from property owners for specific capital works, or for tax arrears collection costs that can be charged to the property tax roll.
Other	Includes Provincial Offenses Act (POA) revenue received from the City of Barrie, Provincial and Federal grants, and miscellaneous minor other revenues.
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 development charge reserve funds and applied to the debt servicing costs for the Innisfil Recreation Centre and Cookstown Library.
<b>Operating Budget – Expenditure 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.

Term	Definition
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.
<b>Capital Budget – Sources of Capital Funding</b>	
Grants & Other Recoveries	Grant funds received from government related programs, such as the Federal Gas Tax program and the Ontario Community Infrastructure Fund (OCIF) which help fund the Roads Rehabilitation Program. Other recoveries include amounts received from external parties, such as Friday Harbour and InnServices.
Alternative Revenue Source(ARS)	Money received from the Ontario Lottery & Gaming Corporation(OLG) generated from Gateway Casinos Innisfil, formerly known as Georgian Downs, is transferred in accordance with policy CP.07-11-05 to the Alternative Revenue Source(ARS) Reserve Fund. The utilization of ARS is intended for the "benefit to existing taxpayers" (non-growth) portion of related capital projects, and one-time strategic initiatives.
Capital Tax Levy	The amounts collected annually through the operating budget for the 1% capital levy are transferred into this reserve. These funds are used to fund the repair and replacement of existing assets, or to fund new assets/projects that are not eligible for funding from development charges.
Tax Supported Reserves	This category is comprised largely of fleet reserve revenues. Through the operating budget, an amount is collected annually and set aside in a fleet reserve. These

Term	Definition
	fleet reserves are used for the replacement of Town fleet. Included in this category as well is funds utilized from library and building inspection capital reserves.
Development Charges	Development charges are collected on new construction. These funds are restricted in use through provincial legislation and can be used solely for the purpose of growth related capital projects, such as new vehicles required for operational activities, facilities needed to accommodate various services throughout the Town, new parks and amenities, and various growth studies. These funds must be reported annually on how they were used.
Restricted Reserve Funds	Funds in this category are restricted in how they can be utilized, either by legislation or agreement. The largest reserve fund in this category is the 7/8 <sup>th</sup> line reserve fund. The Town collects funds through the 7/8 <sup>th</sup> line developer's agreement at time of building permit issuance. The funds collected are transferred to a reserve fund and used as a funding source for capital works related to the 7/8 <sup>th</sup> line agreement.
<b>Capital Budget – Project Classification Categories</b>	
Renewal	Projects that address major life-cycle repairs, maintenance, and/or technological upgrades to extend the expected useful life of existing assets or to replace existing assets that have reached the end of their useful lives.
Grow	Projects that are primarily new assets that address increased demands and service levels required by new growth and expansion, funded primarily from development charges.
<b>Capital Budget – 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.

Term	Definition
Engineering (ENG)	Infrastructure related studies and plans such as engineering standards, transportation master plans, development guidelines, and asset management plans.
Facility (FAC)	All works related to improving and maintaining town owned facilities (excluding Library) including but not limited to Town Hall, community centres, facility management works.
Fire (FIRE)	Fire protection related projects including but not limited to bunker gear, defibrillators, pagers, rapid intervention packs, hoses, heavy extrication equipment excluding Fleet)
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.
Stormwater (SWM)	Stormwater related projects including but not limited to inspections, retrofits, cleanouts.