Agenda
Council Meeting

Monday, November 27, 2023, 7:00 p.m.
Electronic and In-Person Participation - Council
The Corporation of the Town of Orangeville
(Mayor and Clerk at Town Hall - 87 Broadway)
Orangeville, Ontario

NOTICE
Members of the public who have an interest in a matter listed on the agenda may, up until 10:00 a.m. on the day of a scheduled Council meeting, email councilagenda@orangeville.ca indicating their request to speak to a matter listed on the agenda. There will be an option to provide comments to Council either in person or virtually. Correspondence submitted will be considered public information and entered into the public record.
Members of the public wishing to view the Council meeting or raise a question during the public question period will have the option to attend in-person in Council Chambers, located at Town Hall, 87 Broadway, Orangeville; or by calling 1-289-801-5774 and entering Conference ID: 546 275 85#
The Council meeting will also be livestreamed, for members of the public that wish to view the meeting online, please visit: https://www.youtube.com/c/OrangevilleCouncil
Accessibility Accommodations
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Pages

1. **Call To Order**
2. **Approval of Agenda**
   Recommendations:
   That the agenda and any addendums for the November 27, 2023 Council Meeting, be approved.
3. **Disclosure of (Direct and Indirect) Pecuniary Interest**
4. **Closed Meeting**
   None.
5. **Open Meeting - 7:00 p.m.**
6. **Singing of National Anthem**
7. **Land Acknowledgement**
   We would like to acknowledge the treaty lands and territory of the Williams

Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

8. **Announcements by Chair**

This meeting is being aired on public television and/or streamed live and may be taped for later public broadcast or webcast. Your name is part of the public record and will be included in the minutes of this meeting.

Any member of the public connecting via telephone is reminded to press *6 to mute and unmute. Please remain muted until the Chair requests comments or questions from the public.

9. **Rise and Report**

None.

10. **Adoption of Minutes of Previous Council Meeting**

Recommendations:
That the minutes of the following meeting be approved:

10.1 **2023-11-06 Council - Public Meeting Minutes** 6 - 10

10.2 **2023-11-13 Council Meeting Minutes** 11 - 22

11. **Question Period**

Any member of the public connecting via telephone is reminded to press *6 to mute and unmute.

12. **Presentation, Petitions and/or Delegation**

12.1 **Josh Leitch, President and Larry Kurtz, Founder and Artistic Director - The Orangeville Blues and Jazz Festival Update** 23 - 29
In-Person

12.2 **Sonia McDonald, 311A Broadway - The Edify Centre-Community Support and Sustainability**
In-Person

12.3 **Karen Jones, 23 York Street - Heritage Designation**
In-Person

12.4 **John Naas, Partner and Abdel Al-Sharif, Engagement Manager, Blackline Consulting - Organizational Review Findings** 30 - 114
In-Person

12.5 **Patrick Kelly, Treasurer - 2024 Municipal Budget** 115 - 417
In-Person

13. **Consent Agenda**

The following resolutions have been prepared to facilitate Council's consideration of various matters and are voted on collectively, unless a member of Council otherwise requests.

Recommendations:

That all Consent Agenda items for the November 13, 2023 Council Meeting listed under 13.1 Staff Reports, 13.2 Correspondence, and 13.3 Committee/Board Minutes, be received;

And that the recommendations listed under 13.1 Staff reports and 13.2 Correspondence, be received.

13.1 Staff Reports

13.1.1 UGDSB – Fibre Optic Agreement Extension, CPS-2023-076 418 - 429

Recommendations:

That Report CPS-2023-076 UGDSB - Fibre Optic Agreement Extension, be received;

And that Council pass a by-law authorizing the Mayor and Clerk to execute the Fibre Optic Agreement Extension attached to report CPS-2023-076.

13.1.2 By-law/Property Standards Officer Appointment, CPS-2023-081 430 - 431

Recommendations:

That report CPS-2023-081, By-law/Property Standards Officer Appointment, be received;

And that Council pass a by-law to appoint Vince Iozzo and Michael Young as By-law / Property Standards Officers;

And that By-law 054-2015, be repealed.

13.1.3 2023 Community Grants Update, CPS-2023-084 432 - 435

Recommendations:

That report CPS-2023-084, 2023 Community Grants Update, be received,

And that Council approve distribution of 2023 Community Grant budgeted funds to the Dufferin County Cultural Resource Circle for $10,000 from one-time grants.

13.1.4 2023 Third Quarter Capital Progress Report, CPS-2023-085 436 - 445

Recommendations:

That report CPS-2023-085, 2023 Third Quarter Capital Progress Report, be received.

13.1.5 2023 Third Quarter Operating Fund Variance, CPS-2023-086 446 - 452

Recommendations:

That report CPS-2023-086, 2023 Third Quarter Operating Fund Variance, be received.

13.1.6 Committee Appointment – Credit Valley Conservation, CPS-2023-088 453 - 454

Recommendations:
That report CPS-2023-088, Committee Appointment – Credit Valley Conservation, be received;

And that Council appoint Councillor Andy Macintosh to the Credit Valley Conservation Board.

13.2 Correspondence

13.2.1 Proclamation Request - Financial Literacy Month 455 - 456

Recommendations:
That Council proclaim November, 2023 as Financial Literacy Month.

13.3 Committee/Board Minutes

13.3.1 2023-09-21 Orangeville BIA Minutes 457 - 458

13.3.2 2023-10-12 Access Orangeville Committee Minutes 459 - 461

13.3.3 2023-10-17 Age Friendly Committee Minutes 462 - 464

13.3.4 2023-10-18 Homelessness Task Force Committee Meeting Minutes 465 - 468

14. Staff Reports

14.1 Out of the Cold Program: 2023-2024 Season, CMS-2023-048 469 - 472

Recommendations:
That report CMS-2023-048, Out of the Cold Program: 2023-2024 Season, be received;

And that Staff be authorized to work with community partners to designate one non-profit organization to host the Out of the Cold Program for the 2023 – 2024 season;

And that an upset limit of $30,000 to fund 50% of the operating costs of the Out of the Cold Program, 2023-2024 season, be funded through the 2024 Community Grant Program;

And that Council pass a by-law authorizing the Mayor and Clerk to sign the Out of the Cold Service Agreement on behalf of the Corporation of the Town of Orangeville.

14.2 2024 Municipal Budget, CPS-2023-089 473 - 477

Recommendations:
That report CPS-2023-089, 2024 Municipal Budget, be received.

15. Notice of Motion Prior to Meeting

None.

16. Notice of Motion at Meeting

17. Announcements

18. By-Laws

Recommendations:

That the by-laws listed below be read three times and finally passed:

18.1	A by-law to authorize entering into and execution of a Fibre Optic Agreement Extension with Upper Grand District School Board	478 - 478
18.2	A by-law to appoint Michael Young and Vince Iozzo as a By-law/Property Standards Officer/Weed Inspector for the Town of Orangeville and to repeal By-law 054-2015	479 - 479
18.3	A by-law to authorize entering into and execution of a Service Agreement with Choices Youth Shelter	480 - 480
18.4	A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular Council Meeting held on November 27, 2023	481 - 481

19. Adjournment

Recommendations:

That the meeting be adjourned.

Council - Public Meeting Minutes

November 6, 2023, 7:00 p.m.
Electronic and In-Person Participation - Council
The Corporation of the Town of Orangeville
(Mayor and Clerk at Town Hall - 87 Broadway)
Orangeville, Ontario

Members Present:	Mayor L. Post Councillor D. Sherwood Councillor J. Andrews Councillor A. Macintosh Councillor T. Prendergast Councillor R. Stevens
Members Absent:	Deputy Mayor T. Taylor
Staff Present:	T. Kocialek, General Manager, Infrastructure Services M. Pourmanouchehri, Project Manager, IT Transformation Project T. MacDonald, Deputy Clerk M. Adams, Legislative Co-ordinator D. Smith, CAO B. Ward, Manager, Planning D. Waters, Senior Planner P. Kelly, Treasurer E. Dick, Junior Help Desk Technician

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1. Call To Order

The meeting was called to order at 7 pm.

2. Approval of Agenda

Resolution 2023-323

Moved by Councillor Stevens
Seconded by Councillor Macintosh

That the agenda for the November 6, 2023 Council - Public Meeting, be approved.

Carried Unanimously

3. Disclosure of (Direct and Indirect) Pecuniary Interest

None.

4. Closed

5. Singing of National Anthem

David Nairn, Theatre Orangeville provided a pre-recorded version of the National Anthem which was played.

6. Land Acknowledgement

The Mayor acknowledged the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. The Mayor also recognized that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

7. Announcements by Chair

Mayor Post advised the gallery and viewing audience with respect to the public nature of Council Meetings and that it is webcast. Mayor Post also provided instructions with respect to muting and unmuting during the meeting.

8. Statutory Public Meetings

Mayor Post outlined the procedure to be followed for the statutory public meeting at item 8.

8.1 Presentation by Jim Kotsopoulos, Principal - JKO Planning Services Inc.; Mike Mehak, Project Manager, Cushman Wakefield; and Peter Thoma, Partner, Urban Metrics - The Fairgrounds Shopping Centre, RZ-2023-02

Mr. Kotsopoulos, JKO Planning Services Inc. provided a presentation on their rezoning application. The subject lands are identified as the Fairgrounds Shopping Centre and include the addresses of 55, 65, and 75

Fourth Avenue. The site is surrounded by Highway 10, Fourth Avenue, Fifth Avenue and First Street. The property is surrounded by a mixture of land uses, including commercial, high density residential, medium density residential, low density residential and open space. There are number of existing commercial uses on property, including Walmart, The Shoe Company, Galaxy Cinemas, Montana's BBQ and Bar, and Tim Horton's. Mr. Kotsopoulous said that they are seeking Zoning By-law amendments to amend sections 24.82(4) and 24.83(4). These sections currently restrict the permitted uses on the lands on the basis of maximum gross floor area and maximum number of establishments.

Mr. Kotsopoulos indicated Urban Metrics prepared a Retail Market Cap Review as part of its application submission. The study was to assess any potential impacts in eliminating the existing restrictions in the Zoning By-law that restricts the permitted uses on the lands on the basis of maximum gross floor area and maximum number of establishments. This application will facilitate the retooling of these two special provisions that will provide a more viable opportunity for the owner to reinvest in the property. The current policy framework within the Zoning By-law is outdated and not in the public interest as it no longer reflects the market realities of landlords, tenants or consumers. The restrictions on the subject lands have outlived their useful application. The market cap should be eliminated outright to help improve and optimize commercial market conditions enabling this commercial market node to support the market needs of the trade area.

The Mayor asked if there were any questions or comments from the public and there were none.

The Mayor asked if there were any questions from Council.

Councillor Sherwood asked Mr. Ward to clarify if these extra provisions were put on in order to satisfy the concerns of that type of development with the BIA. She also asked if the BIA has been consulted about this.

Mr. Ward said the provisions date back to the mid- to late-90's and early 2000's. The rationale was to avoid competition or interference with the viability of the downtown area. The applicant's submission has demonstrated that times have changed and the retail landscape has changed and it has proven that the restrictiveness of those provisions are redundant or unnecessary.

Mr. Ward indicated the BIA have been circulated, and have provided comments. They have expressed an interest to make sure the business

functionality of the BIA is upheld and not impacted but they also recognize that the Fairgrounds Centre needs to be viable as well.

Councillor Sherwood asked if these provisions apply to 150 First Street property, formerly known as the Orangeville Mall.

Mr. Ward said no they do not. They are specific to these subject lands.

Councillor Andrews asked if new units will be created on this site.

Mr. Ward said that this is not part of a development proposal. The applicant is simply seeking more flexibility for units within the existing building footprint. He is not sure of any aspirations for future new build on the site.

Mr. Kotsopoulos said that this is strictly to eliminate those restrictions as opposed to try to facilitate something that is pending in terms of any expansions on the lands.

Mr. Mehak confirmed that the application is to try and address the vacancy problems they are experiencing on the shopping centre due to the complications of the zoning. Any future changes to the property would go through a full formal public process.

8.2 The Fairgrounds Shopping Centre, Public Meeting Information Report, RZ-2023-02, INS-2023-057

Resolution 2023-324

Moved by Councillor Andrews
Seconded by Councillor Prendergast

That Report INS-2023-057, Public Meeting Information Report, RZ-2023-02, be received by Council as information at the Public Meeting on November 6, 2023.

Carried Unanimously

9. By-Laws

Resolution 2023-325

Moved by Councillor Sherwood
Seconded by Councillor Macintosh

That the by-laws listed below be read three times and finally passed:

Carried Unanimously

9.1 A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its Council - Public Meeting held on November 6, 2023

10. Adjournment

Resolution 2023-326

Moved by Councillor Stevens
Seconded by Councillor Andrews

That the meeting be adjourned at 7:18 p.m.

Carried Unanimously

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Lisa Post, Mayor

_____

Tracy Macdonald, Deputy Clerk

Council Meeting Minutes

November 13, 2023, 7:00 p.m.
Electronic and In-Person Participation - Council
The Corporation of the Town of Orangeville
(Mayor and Clerk at Town Hall - 87 Broadway)
Orangeville, Ontario

Members Present:	Mayor L. Post Deputy Mayor T. Taylor Councillor J. Andrews Councillor A. Macintosh Councillor T. Prendergast Councillor D. Sherwood Councillor R. Stevens
Staff Present:	A. Adeyomoye, Acting Manager, Information Technology C. Cunningham, By-law and Property Standards Officer S. Doherty, Manager, Recreation and Events A. Dukovski, Supervisor, Recreation Programs and Events T. Dulisse, Transportation and Development Technologist D. Fraser, CEO, Library J. Gohn, Manager, Human Resources A. Graham, Records Co-ordinator J. Hawkins, System Administrator P. Kelly, Treasurer T. Kocialek, General Manager, Infrastructure Services K. Lemire, Manager, Economic Development and Culture T. MacDonald, Deputy Clerk M. Mair, Planner, Development and Community Improvement J. McGibbon, Manager, Communications L. Raftis, Assistant Clerk D. Smith, CAO H. Savage, General Manager, Community Services K. Thomson, Sustainability Co-ordinator

B. Ward, Manager, Planning
K. Wiedekowsky, Supervisor, Licensing and By-law Enforcement

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1. Call To Order

The meeting was called to order at 7:00 p.m.

2. Approval of Agenda

Resolution 2023-327

Moved by Councillor Stevens
Seconded by Councillor Sherwood

That the agenda and any addendums for the November 13, 2023 Council Meeting, be approved.

Carried Unanimously

3. Disclosure of (Direct and Indirect) Pecuniary Interest

None.

4. Closed Meeting

None.

5. Open Meeting - 7:00 p.m.

6. Singing of National Anthem

David Nairn, Theatre Orangeville provided a pre-recorded version of the National Anthem which was played.

7. Land Acknowledgement

The Mayor acknowledged the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. The Mayor also recognized that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

8. Announcements by Chair

Mayor Post advised the gallery and viewing audience with respect to the public nature of Council Meetings and that it is webcast. Mayor Post also provided instructions with respect to muting and unmuting during the meeting.

9. Rise and Report

None.

10. Adoption of Minutes of Previous Council Meeting

Resolution 2023-328

Moved by Councillor Prendergast
Seconded by Councillor Andrews

That the minutes of the following meeting be approved, as amended:

10.1 2023-10-30 Council Minutes

Carried Unanimously

Mayor Post noted Council's choice to wear purple to recognize November as Woman Abuse Prevention Month and expressed Council's support of Family Transition Place through their Wrapped in Courage Campaign. Mayor Post advised that Dufferin County Council and Town of Orangeville Council passed a motion to declare intimate partner violence an epidemic.

11. Presentation, Petitions and/or Delegation

11.1 Jack Bracken and Aislinn Main, Mayor's Youth Advisory Council - Mayor's Youth Advisory Council 2024 Workplan

Aislinn Main, Chair and Jack Bracken, Vice Chair, Mayor's Youth Advisory Council spoke to the initiatives completed in 2023, initiatives planned for 2024, opportunities for youth in the community, and answered questions from Council.

11.2 Sandy Brown, Economic Development and Culture Committee - Economic Development and Culture Committee 2024 Workplan

Sandy Brown, Chair, Economic Development and Culture Committee thanked Tony Dulisse, Manager, Transportation and Development and Derek Currie, Manager, Capital Works for their participation in the recent Dream Dufferin Career Pathways event, spoke to the proposed Economic Development and Culture Committee 2024 projects, and answered questions from Council.

11.3 Grant Spence, Co-Chair, Equity, Diversity Committee and Inclusion - Equity, Diversity and Inclusion Committee 2024 Workplan

Grant Spence, Co-Chair, Equity, Diversity and Inclusion Committee spoke to the goals and visions of the Equity, Diversity, and Inclusion, Committee, explained each proposed 2024 project, and answered questions from Council.

11.4 Lynda Addy, Heritage Orangeville - Heritage Orangeville 2024 Workplan

Lynda Addy, Heritage Orangeville spoke to the budgetary impacts included in the 2024 Heritage Orangeville Workplan, Committee statutory obligations, and upcoming projects to be completed in 2024.

11.5 Erin Goodyear, Vice-Chair, Homelessness Task Force - 2024 Homelessness Task Force Workplan

Erin Goodyear, Vice-Chair, Homelessness Task Force introduced the Homelessness Task Force Committee members, provided Committee updates, and spoke to the 2024 projects to be completed.

11.6 Sheri Marks, Orangeville Library Board Chair and Darla Fraser, Orangeville Library CEO - Library Board Update and Presentation of the 2024 Budget Estimates

Sheri Marks, Chair, Orangeville Library Board and Darla Fraser, CEO, Orangeville Library provided Library Board updates, spoke to the 2024 budget asks and the construction at the Mill Street Library, and answered questions from Council.

12. Question Period

Matthew Smith, 38 McCarthy Street asked for clarification with respect to the Library Board budget and money set aside for the Alder Street Library expansion project. Heather Savage, General Manager, Community Services advised that this project has been put on hold as there will be a facility assessment conducted.

13. Consent Agenda

Resolution 2023-329

Moved by Councillor Macintosh
Seconded by Councillor Stevens

That all Consent Agenda items for the November 13, 2023 Council Meeting listed under 13.1 Staff Reports, 13.2 Correspondence, and 13.3 Committee/Board Minutes, be received;

And that the recommendations listed under 13.1 Staff Reports, be approved.

Carried Unanimously

13.1 Staff Reports

13.1.1 Donation of Artwork, CMS-2023-036

That Report CMS-2023-036, Donation of Artwork, be received;

And that the donation of an oil painting of Town Hall be accepted by Council as outlined in this Report;

And that the Honours Committee be directed to complete all steps required to accept the donation as outlined by the Town's Artworks Policy and as clarified within this Report;

And that the donated artwork be displayed at Town Hall (87 Broadway, Orangeville, ON) on the main level.

13.1.2 2023 Annual Report - Homelessness Task Force, CMS-2023-039

That report CMS-2023-039, 2023 Annual Report – Homelessness Task Force, be received;

And that Council approve the 2024 Homelessness Task Force Workplan.

13.1.3 Age Friendly Committee Annual Work Plan, CMS-2023-044

That report CMS-2023-044, Age Friendly Committee Annual Work Plan, be received;

And that Council approve the 2024 Age Friendly Work Plan.

13.1.4 Economic Development and Culture Committee 2023 Results and 2024 Work Plan, CMS-2023-047

That report CMS-2023-047, Economic Development and Culture Committee 2023 Results and 2024 Work Plan, be received.

And that Council approve the 2024 Economic Development and Culture Committee Work Plan.

13.1.5 Mayor’s Youth Advisory Council 2024 Workplan, CPS-2023-051

That report CPS-2023-051, Mayor’s Youth Advisory Council 2024 Workplan, be received;

And that Council approve the 2024 Mayor's Youth Advisory Council Workplan.

13.1.6 Equity, Diversity, and Inclusion 2024 Workplan, CPS-2023-075

That the report CPS-2023-075, Equity, Diversity, and Inclusion 2024 Workplan, be received;

And that Council approve the 2024 Equity, Diversity, and Inclusion Workplan.

13.1.7 Heritage Orangeville Committee Annual Report, CPS-2023-079

That report CPS-2023-079, Heritage Orangeville Committee Annual Report, be received;

And that Council approve the 2024 Heritage Orangeville Committee Workplan.

13.1.8 Sustainable Orangeville Workplan, INS-2023-059

That report INS-2023-059, Sustainable Orangeville Workplan, be received;

And that Council approve the 2024 Sustainable Orangeville Workplan.

13.1.9 Records Retention By-law, CPS-2023-073

That report 2023-073, Records Retention By-law, be received;

And that Council pass a by-law to establish the record retention schedule and related principles, policies and procedures for the records of the Town;

And that Council repeal By-law 2012-014.

13.1.10 Approval and Execution of Memorandum of Understanding with Credit Valley Conservation, INS-2023-070

That report INS-2023-070, Approval and Execution of Memorandum of Understanding with Credit Valley Conservation, be received;

And that Council pass a by-law that authorizes the Mayor and Clerk to sign the attached Memorandum of Understanding (MOU) with Credit Valley Conservation (CVC) for the delivery of programs and services.

13.1.11 New Stop Sign at Preston Drive and Parkinson Crescent & General Housekeeping to the Traffic Bylaw, INS-2023-075

That report INS-2023-075, New Stop Sign at Preston Drive and Parkinson Crescent & General Housekeeping to the Traffic Bylaw, be received;

And that Council pass a by-law to update Schedule E of the current Traffic Bylaw 078-2005 to incorporate the new Stop Sign on Parkinson Crescent at Preston;

And further that the Traffic Bylaw be amended to include a housekeeping change as outlined in the body of this report.

13.2 Correspondence

13.2.1 Dufferin County - Transportation Master Plan Notice of Completion

13.3 Committee/Board Minutes

13.3.1 2023-06-20 Age Friendly Minutes

13.3.2 2023-09-19 Age Friendly Minutes

13.3.3 2023-09-21 Equity, Diversity and Inclusion Committee Minutes

13.3.4 2023-09-21 Heritage Orangeville Minutes

13.3.5 2023-09-27 Orangeville Library Board Meeting Minutes

13.3.6 2023-10-04 Committee of Adjustment Minutes

14. Staff Reports

14.1 2 & 4 Hannah Street, Holding (H) Zone Symbol Removal Recommendation (File no. RZH-2023-01), INS-2023-074

Resolution 2023-330

Moved by Councillor Andrews
Seconded by Councillor Sherwood

That report INS-2023-074, 2 & 4 Hannah Street, Holding (H) Zone Symbol Removal Recommendation (File no. RZH-2023-01), be received;

And that the application to remove the Holding (H) Symbol (RZH-2023-01) be approved;

And that the By-law included as Attachment no. 4 to this Report, be passed to remove the Holding (H) Zone Symbol from the lands legally described as Lots 8 & 9, Block 1 of Registered Plan 216, 7R-6765 Parts 2 and 3, in the Town of Orangeville, County of Dufferin, known as 2 and 4 Hannah Street;

And that Council pass a by-law authorizing the Mayor and Clerk to execute the Development Agreement included as Attachment no. 3. to this report, to satisfy a condition to the Holding (H) Zone Symbol removal.

Yes (6): Mayor Post, Councillor Andrews, Councillor Macintosh, Councillor Prendergast, Councillor Sherwood, and Councillor Stevens

No (1): Deputy Mayor Taylor

Carried (6 to 1)

14.2 Sign Variance Application - 2715432 Ontario Inc. - 287 Broadway, CPS-2023-078

Resolution 2023-331

Moved by Councillor Sherwood
Seconded by Councillor Andrews

That Report CPS-2023-078, Sign Variance Application – 2715432 Ontario Inc. - 287 Broadway be received;

And that Council deny a variance to the Sign By-law for two signs:

Sign #1 - a 0.98 meter (W) x 1.21 meter (H) illuminated electronic message display window sign; and

Sign #2 - a 2.48 meter (W) x 2.03 meter (H) illuminated electronic message display ground sign with a total sign face area of 1.46 square meters.

Carried Unanimously

15. Notice of Motion Prior to Meeting

15.1 Mayor Post - Ontario Works Rates

Note: Deputy Mayor Taylor assumed the role of the Chair at 8:01 p.m.

Resolution 2023-332

Moved by Mayor Post
Seconded by Councillor Andrews

WHEREAS poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works being disproportionately impacted; and

WHEREAS the cost of food, housing, and other essential items have outpaced the highest inflation rates seen in a generation; and

WHEREAS people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined; and

WHEREAS Ontario Works Financial Assistance rates have been frozen since 2018; and

WHEREAS the newly introduced Common Assessment Tool (CAT) questionnaire developed by the Provincial Government for use with Ontario Works and Ontario Disability Program recipients contains complex and invasive personal health related questions; and

WHEREAS the use of the Common Assessment Tool (CAT) provides no benefit to clients, it does not score, provide results, assess client need, and does not match those in need to the services they require; and

WHEREAS the Common Assessment Tool (CAT) contains questions mirrored in the Ontario Health Common Assessment of Needs, used by health providers; and

WHEREAS privacy obligations under The Personal Health Information Protection ACT (PHIPA) do not extend to municipal delivery agents for Ontario Works; and

WHEREAS designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health related supports to people experiencing poverty; and

WHEREAS leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works:

THEREFORE BE IT RESOLVED THAT The Town of Orangeville calls on the Provincial Government to urgently:

a. **At least double Ontario Works rates and index rates to inflation, answering calls already made by "Raise the Rates" campaign and the "Income Security Advocacy Centre";**

b. **Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;**

c. **Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;**

d. **AND FURTHER THAT a copy of this motion be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, the Western Ontario Wardens Caucus, the Eastern Ontario Wardens Caucus, and all Ontario Municipalities**

Carried

Note: Mayor Post resumed the role of the Chair at 8:06 p.m.

16. Notice of Motion at Meeting

None.

17. Announcements

Councillor Sherwood advised the public of Theatre Orangeville's fundraiser, T'was the Night Gala on Saturday, November 25, 2023 at the Best Western.

Mayor Post advised the Christmas Tree Lighting will take place Friday, November 17, 2023 at Town Hall and will include a reading of the book Twas' the Night Before Christmas by David Nairn.

Mayor Post advised that the Christmas Market Saturday, November 18, 2023 commencing at 10:00 a.m. at the Agricultural Centre is a minimum of $3 to enter and funds raised will be donated to the Orangeville Food Bank.

Mayor Post advised that Saturday, November 18, 2023 will be the Santa Clause Parade will commence at 5:00 p.m. on First Street and continue down Broadway until returning to Rotary Park.

Mayor Post advised that Council has accepted the call to action challenge from the Township of Amaranth to collect the most amount of food and donations will be donated to the Orangeville Food Bank.

Mayor Post advised that the Holiday Smile Cookie Campaign at Tim Hortons will raise money for the Orangeville Food Bank.

18. By-Laws

Resolution 2023-333

Moved by Councillor Stevens
Seconded by Councillor Macintosh

That the by-laws listed below be read three times and finally passed:

18.1 A by-law to provide the record retention schedule and related principles, policies and procedures, for the records of the Corporation of the Town of Orangeville

18.2 A by-law to authorize entering into and execution of a Memorandum of Understanding with Credit Valley Conservation for the delivery of programs and services

18.3 A by-law to amend By-law 78-2005, a by-law to Regulate Traffic in the Town of Orangeville

18.4 A by-law to amend Zoning By-law No. 22-90 as amended, with respect to Parts 2 and 3 of Lots 8 and 9, Block 1 of Registered Plan NO. 216, Town of Orangeville, County of Dufferin, municipally known as 41 William Street (File No. RZH-2023-01)

18.5 A by-law to authorize entering into and execution of a Development Agreement with Duncan Shaw

18.6 A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular Council Meeting held on November 13, 2023

Carried Unanimously

19. Adjournment

Resolution 2023-334

Moved by Deputy Mayor Taylor
Seconded by Councillor Prendergast

That the meeting be adjourned at 8:10 p.m.

Carried Unanimously

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Lisa Post, Mayor

_____

Tracy Macdonald, Deputy Clerk



Orangeville Blues & Jazz Festival

2023 Overview

Festival Mission Statement, Core Business and Organization Structure

- The Orangeville Blues & Jazz Festival is a not-for-profit volunteer driven organization that promotes an appreciation of blues and jazz music by hosting an annual festival and related events
- 3 days of free and paid admission entertainment primarily in Downtown Orangeville
- Small Board of Directors provide financial and operational oversight
- 200 + volunteers provide ~5,000 hours

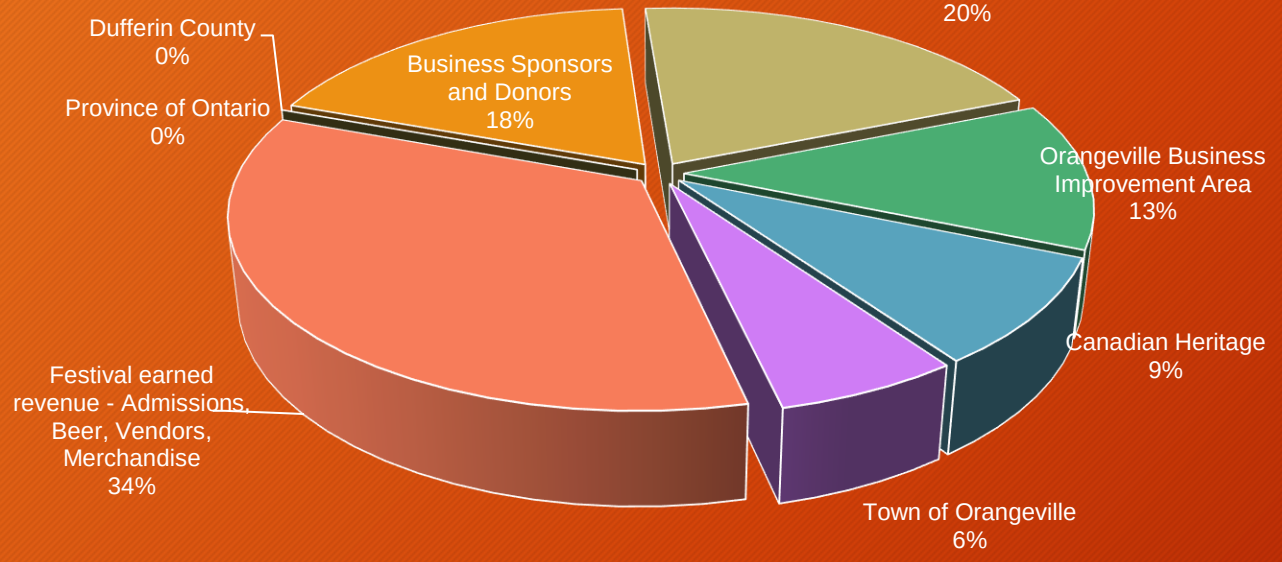


2023 Financial Overview

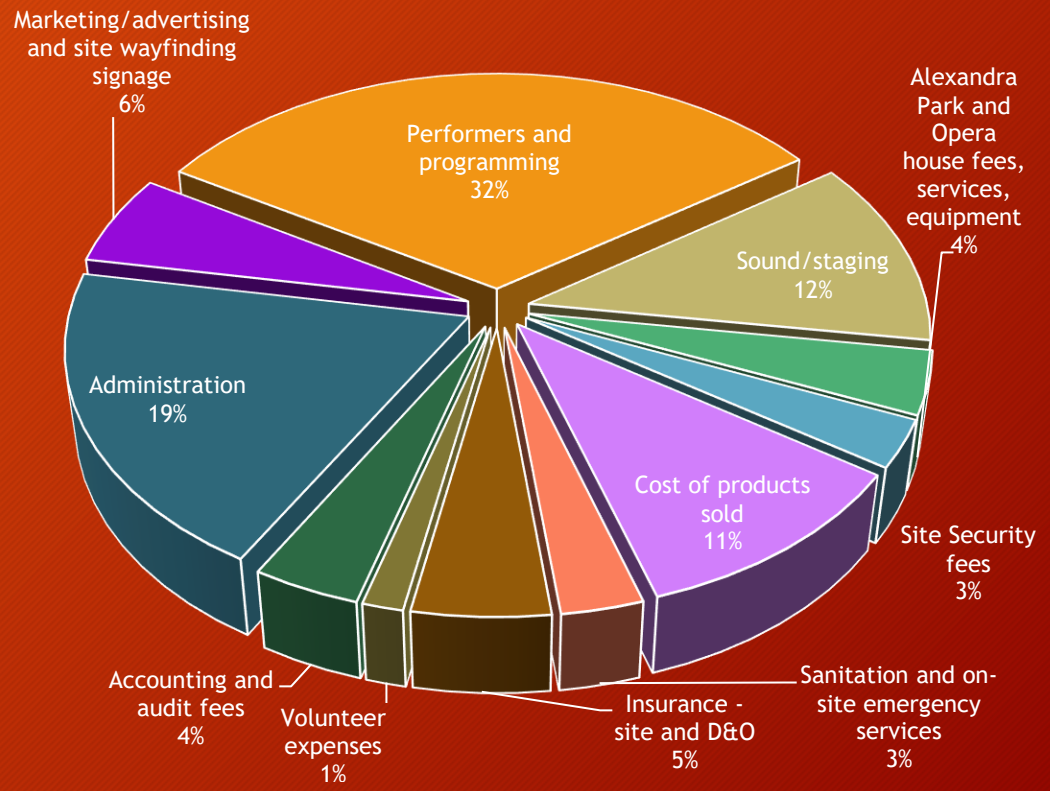
- The Festival annually attracts over 17,500 unique attendees representing 40,000 visitations, approximately 75% local (regional) attendees and 25% non-local visitors.
- Tourism Regional Impact Model (TREIMS), results estimated over the Festival's economic impact to be over $1.2 million in direct and in-direct event related spending and in goods and services during the 3 days
- Festival Operating Income and Expenditures (next slide)

Festival Financial Overview (2023)

2023 Festival Income by Source
Total: $301,845



2023 Festival Expense by Source
Total: $299,525



2023 Festival in Review

- Events and programming overview - 75 acts were presented on 3 stages, pop-up street performances and in participating event venues.
- Attendee intercept and online survey highlights - 92% of respondents recording an awesome to good experience, 81% were returning attendees from the previous year; and 97% of people noting they would be returning next year.
- Post Event Research, Analysis and planning assumptions going forward – 500 surveys plus community feedback received on opportunities and enhancements to be considered as part of the planning for future festivals



2024 - 20th anniversary Planning & Priorities

- Event dates: May 31 – June 2, 2024
- Events and Programming – plan on recreating the memorable, small-town festival, focused on quality programing and a memorable experience
- Attendee and Stakeholder Input and Relationship Building – measure, analyse, public response and attitudes to assist in addressing areas for improvement and enhancements
- SWOT Analysis – Financial Challenges and site capacity limitations



Closing Remarks

- Our role in the community - the downtown location of the Festival is an integral part of the Festival's unique brand and helps the destination appeal for local and non-local attendees
- Initial 2024 Operating Budget Planning – we are realizing cutbacks in federal and provincial grants, while seeing operating costs increase
- 2024 Town of Orangeville Community Fund Grant request – additional funds requested to help offset the billable services and fees that the Town provides to the Festival.





BLACKLINE CONSULTING

A Higher Standard

Organizational Review

Town of Orangeville

Council Presentation

November 2023

Agenda

- Context
- Forecasting Growth
- Observations
- Opportunities
- Measuring Performance
- Conclusion

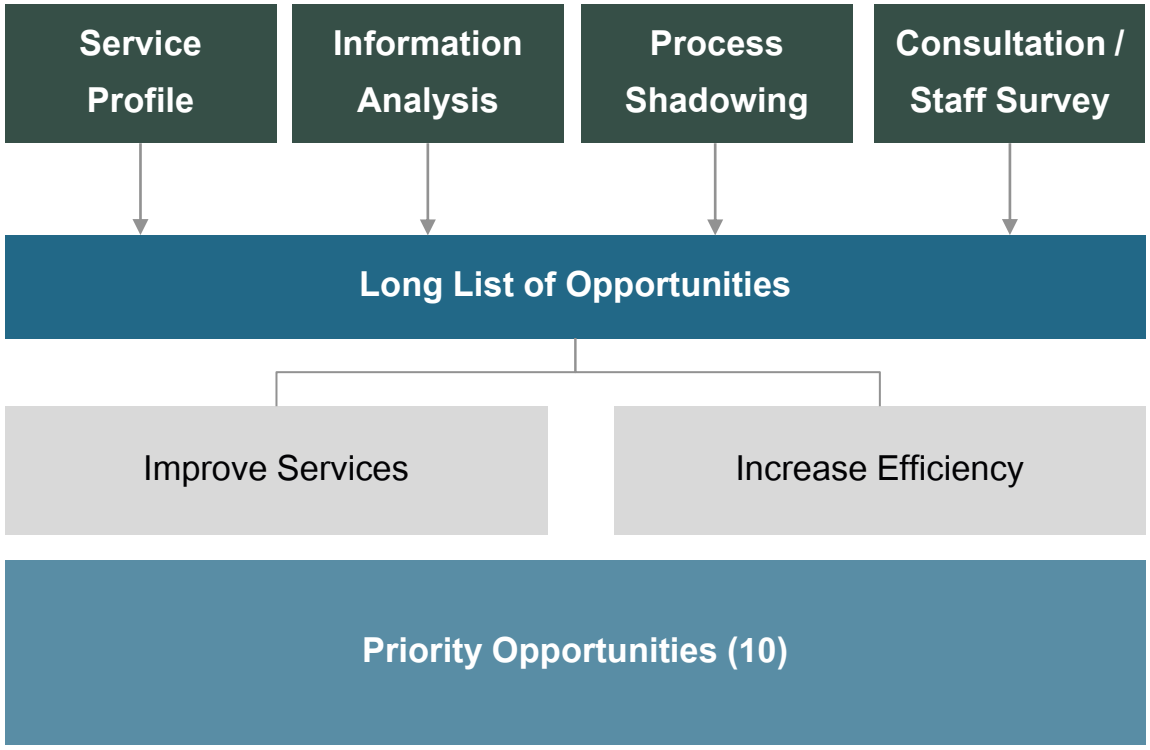
Context (1/2)

Your Objective – The Town is experiencing growth and needs a plan for how best to manage it, our review covers:

Identifying common practices and key performance indicators	**Identifying improvements to processes**	**An implementation plan to achieve these recommendations**
Determining service delivery (internal/external) resources	**A staffing plan for the next five years**	**A methodology to review staff and compensation needs**

Context (2/2)

- Our approach was by design highly collaborative
- We use a number of different sources to analyze the organization
- Thanks - to management and staff for your participation



Additional Opportunities (62) – There are a number of other opportunities that were identified as part of the process and collaboration between Blackline and Town staff.

Forecast (1/2)

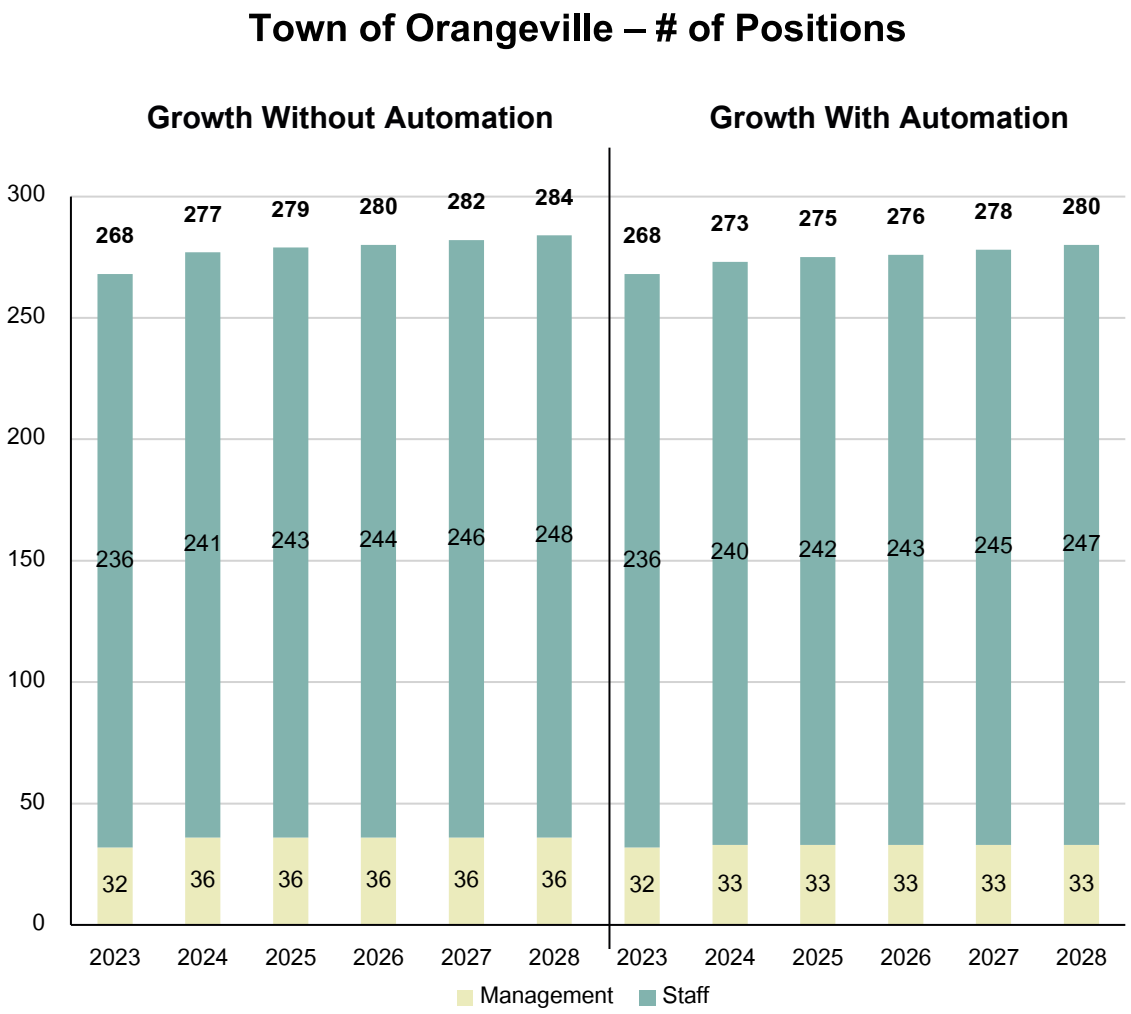
- The Town may see slight growth changes over the next five years
- These changes will impact services (however unequally)
- We use these growth figures to forecast staffing implications

Variable	Change by 2028	Examples of Services Affected*
Population	↑4.5%	▸ Customer service ▸ Parking and bylaw enforcement ▸ Community engagement ▸ Recreation programming
Households	↑4.5%	▸ Tax and utilities ▸ Water and wastewater ▸ Fire services ▸ Building and planning
Roads	↑3.6%	▸ Snow clearing ▸ Road maintenance ▸ Design and construction ▸ Traffic operations
Outdoor Recreation Space	↑2.7%	▸ Outdoor / facility maintenance ▸ Trail planning, operations ▸ Design and construction
Indoor Recreation Space	↑1.7%	▸ Indoor space facility maintenance ▸ Facility booking

*Not an exhaustive list of services

Forecast (2/2)

- Forecast is predicated on maintaining current service standards
- It suggests marginal increases over the next five years
- Technology will continue to be an important lever



Note: Management includes directors, managers and supervisors

We use positions rather than Full-time Equivalents (FTEs) as to provide flexibility, specifically the capacity and capability needs.

Our Observations

The Town's organizational structure is reasonable therefore, the Town should continue to focus on modernizing how it delivers services

Structure	Staffing	Delivery
		
▸ The Town's structure allows for scaling in the future without any significant restructuring. ▸ As with other municipalities, there were cases where supervisory positions have low spans. However, as the Town grows many of these should improve.	▸ The Town is operating a highly flexible delivery model and should continue with it. ▸ The overtime spend is not indicative of systemic labour shortages. ▸ Opportunities may exist to explore shared services.	▸ The Town operates without defined service expectations. ▸ Services are highly manual and paper-based ▸ Coordination and communication between levels and departments in the organization can be improved.

Opportunities (1/5)

Recommendation		Benefits	Cost*
	**1. Implement a Service Level Framework** – The Town should define resident expectations and establish performance measures / service levels.	▸ Ability to measure performance and quantify the impact of growth or changes in service levels. ▸ Improve the Town's ability to forecast staffing needs.	$$$
	**2. Implement a Customer Service Framework** – Develop and implement a customer service framework to standardize customer service across the Town.	▸ Improve the resident experience. ▸ Streamlines processes, making it easier for Town staff to handle inquiries and resolve issues efficiently.	$$
	**3. Enhance the Town's Approach to Project Prioritization** – Include guidelines and structure for resource capacity analysis as part of the Town's project prioritization process.	▸ Improve resource management across the Town. ▸ Improve communication and organizational alignment of staff and priorities.	$

* Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Opportunities (2/5)

Recommendation		Benefits	Cost*
	**4. Develop an IT Master Plan** – Develop an IT Master Plan to address system / data gaps and enhance automation.	▸ Enhance operational efficiency by better use of technology. ▸ Future-proof the Town's technology – help ensure the Town's technology remains up-to-date.	$$$
	**5. Establish System Owners** – Establish a formal process to designate system owners. Revise the Town's IT governance to include these roles and responsibilities.	▸ Improve staff productivity by ensuring systems are fit-for-purpose. ▸ Improve resident experience – systems that automate activities.	$
	**6. Enhance Payroll Automation** – Automate the payroll process by streamlining process activities, reconfiguring the system and integrating payroll with other key systems.	▸ Improve staff and management productivity by reducing manual steps. ▸ Ensure the Town's current systems and process activities are fit for purpose.	$$

* Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Opportunities (3/5)

Recommendation		Benefits	Cost*
	**7. Digitize and Automate Approval Processes** – Automate approval processes where possible by implementing an electronic signature tool.	▸ Modernize workflows, increasing productivity and reducing the amount of paper. ▸ Reduce physical space for storing paper.	$$
	**8. Digitize Historical Permits and Inspection Data** – Implement a method to access historical permits and inspections data.	▸ With historical data in a retrievable format, Building Services staff will not have to spend extra time finding the information. ▸ Improve response times for answering resident inquiries.	$$

* Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Opportunities (4/5)

Recommendation		Benefits	Cost*
	**9. Develop a Data Strategy** – Develop a data strategy to implement a Business Intelligence (BI) and Data Warehouse (DW) platform.	▸ Establish a culture of data driven decision-making. ▸ Reduce burden on staff to search for information and make corrections.	$$$
	**10. Develop a Fleet Management Plan** – The Town should develop a Fleet Management Plan and determine the most appropriate ownership model.	▸ Initial estimates indicate a positive case for changing to an ownership model. ▸ Better oversight of the Town's fleet. ▸ More predictable forecast of Town fleet needs and expenses.	$

* Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Opportunities - Implementation Plan (5/5)

Recommendation	2024		2025		2026	
	H1	H2	H1	H2	H1	H2
1. Implement a Service Level Framework						
2. Implement a Customer Service Framework						
3. Enhance the Town's Project Prioritization						
4. Develop an IT Master Plan						
5. Establish System Owners						
6. Enhance Payroll Automation						
7. Digitize and Automate Approval Processes						
8. Digitize Historical Permits / Inspection Data						
9. Develop a Data Strategy						
10. Develop a Fleet Management Plan						

*H1 refers to the first half of the year, H2 to the second half of the year

Measuring Performance

There are some measures we recommend the Town adopt:

Category	Key Performance Indicators*
Efficiency	▸ **Customer Service:** Percentage of inquiries (via phone, email, etc.) returned within two days. ▸ **Permits:** Average time to get approval on permits. ▸ **Workforce expense**: Labour and contracting services / household.
Effectiveness	▸ **Resident Engagement:** Number of residents subscribed to Town social media accounts, newsletters, and mailing lists. ▸ **Asset Management:** Debt to reserve ratio. ▸ **Recreation:** Total participant hours for recreation programs / 1000 residents.
Transparency	▸ **Access to Information:** Number of Freedom of Information (FOI) Requests processed within a given year and time to process the request. ▸ **Strategic Alignment:** Progress of corporate initiatives. ▸ **Resident Satisfaction:** Resident sentiment – pulse survey YoY** performance.

*Selection from the report – not the complete list.

** Year over Year

Conclusion

1	▸ The Town is well positioned for growth (from an organizational structure perspective), however there are some areas that require immediate staffing investments (2024)
2	▸ The organization should continue to focus on modernizing its ability to deliver services
3	▸ Adopting a service level framework and key performance indicators will help the Town manage growth and its impact on services

BLACKLINE CONSULTING



Organizational Review – Managing Future Growth

Town of Orangeville

Final

November 2023

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/ CONTEXT

Context (1/3)

Background

The Town of Orangeville (“Town”, “you” or “Orangeville”) is a vibrant community of 30,000 and is located at the northwest edge of the Greater Toronto Area (“GTA”) at the intersection of Provincial Highway 10 and Dufferin County Road 109 (“Broadway”). Centrally located, Orangeville provides access to key markets and connections. The Town's small-town charm and big city amenities create a balanced lifestyle that appeals to both workers and entrepreneurs.

Objective

The Town has asked for an Organizational Review. The objective of this review is to help ensure the Town’s service delivery is fit for purpose to manage future growth.

Scope

The scope of this review includes:

1	2	3
Evaluate services and service levels	Assess the sustainability of your current resources and organizational structure	Develop recommendations to manage growth and achieve greater efficiencies

Approach

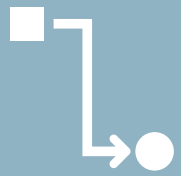
Our approach was by design while collaborative, analyzing not only data and information but also included significant stakeholder consultation. At the onset of the engagement, we worked with the Town’s Senior Leadership Team (“SLT”) to develop a communication plan to keep staff abreast of the “what, how and why”.

During the engagement we conducted 48 consultations with close to 80 participants, received an additional 124 staff surveys and led 13 opportunity sessions.

Context (2/3)

Orangeville's organizational structure and service delivery is reasonable, but we have identified some areas for improvement

Blackline uses several sources of information to identify observations.

Structure	Staffing	Delivery
		
▸ The Town's structure (use of General Managers) is an improvement from the previous. It allows for scaling in the future without any significant restructuring. ▸ There are as with other municipalities, cases where supervisory positions have low spans. However, as the Town grows many of these should improve.	▸ The Town is operating a highly flexible delivery model and should continue with it. ▸ The overtime spend is not indicative of systemic labour shortages. ▸ Some opportunities exist to explore shared services, but each should be assessed on a case-by-case basis.	▸ The Town operates without defined service expectations. ▸ Analyzing your service levels indicates some linkage with your strategic plan. ▸ Services are highly manual and paper-based, which means the Town has opportunities to increase automation. ▸ Coordination and communication between levels and departments in the organization can be improved.

Based on our analysis, it is evident that, for the Town to efficiently manage growth it should continue to focus on modernizing how it delivers services with redesigning processes and technology adoption.

Context (3/3)

Forecasts are not determinative, rather, they are tools to inform decision-making

- Blackline created growth projections for the Town on four distinct variables of interest: overall population, households, roads and outdoor recreation space. Indoor recreation space is identified as an important variable to monitor but is not a factor in the growth projection analysis.
- Each growth projection variable has a relationship with distinct services that the Town provides to residents, businesses and other stakeholders. Example services are given in the table to the right.
- Growth in management positions includes those with supervisory responsibilities, such as directors, managers and supervisors.
- These growth projections are based on current conditions and past trends, but the future of Orangeville will be determined by the choices and decisions made by individuals, households and governments reacting to social, environmental, economic and political factors.

Variable	Change by 2028	Examples of Services Affected*
Population 	↑4.5%	▸ Customer service ▸ Parking and bylaw enforcement ▸ Community engagement ▸ Recreation programming
Households 	↑4.5%	▸ Tax and utilities ▸ Water and wastewater ▸ Fire services ▸ Building and planning
Roads 	↑3.6%	▸ Snow clearing ▸ Road maintenance ▸ Design and construction ▸ Traffic operations ▸ Procurement
Outdoor Recreation Space 	↑2.7%	▸ Outdoor space / facility maintenance ▸ Trail planning, operations and maintenance ▸ Design and construction ▸ Procurement
Indoor Recreation Space 	↑1.7%	▸ Indoor space facility maintenance ▸ Facility booking

*Not an exhaustive list of services

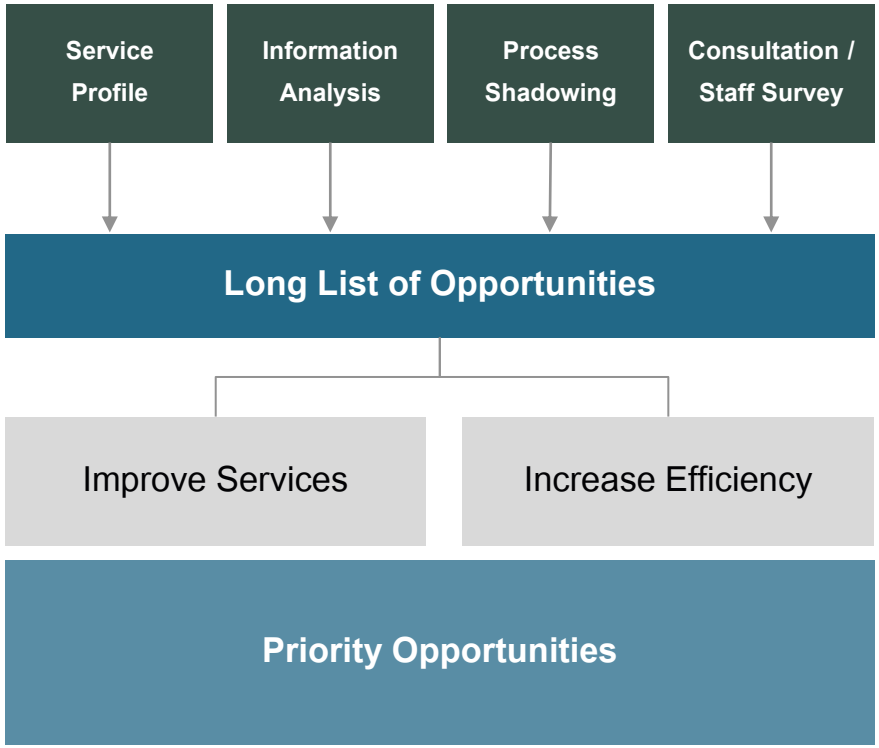
/ EXECUTIVE SUMMARY

Executive Summary – Recommendations (1/3)

Our approach for developing opportunities was highly collaborative and uses many different sources and approaches

- **Service Profiles** – we conducted an analysis of service profiles and identified opportunities.
- **Our Analysis** – we conducted an analysis of various data and information provided by the Town. In addition, we have drawn from our previous experiences and knowledge conducting service reviews where applicable.
- **Process Shadowing** – we met with staff and performed "ride alongs" to see what they do and how they do it. This provides richer insights into how the Town operates.
- **Consultation/Staff Survey** – through interviews (group and 1-on-1) we met with management and staff. For those we were unable to meet with there was a staff survey to provide us with their views and opinions. Additionally, we held co-design opportunity sessions to have staff give their perspective on which opportunities have more merit.

There is a total of 72 opportunities, 10 of which are high priority. The Recommendation section includes more details of each high priority opportunity. The remaining 62 opportunities are identified in Appendix A.



Additional Opportunities – There are a number of additional opportunities that the Town may wish to implement at its own discretion. These opportunities were identified as part of the process and collaboration between Blackline and Town staff.

Executive Summary – Recommendations (2/3)

The below ten recommendations (in no particular order) will help the Town to continue to modernize and manage growth efficiently.

Recommendation		Benefits	Period Start*	Cost**
	**1. Implement a Service Level Framework** – The Town should define resident expectations and establish performance measures / service levels.	▸ Ability to measure performance and quantify the impact of growth or changes in service levels. ▸ Improve the Town's ability to forecast staffing needs.	2024-H1	$$$
	**2. Implement a Customer Service Framework** – Develop and implement a customer service framework to standardize customer service across the Town.	▸ Improve the resident experience. ▸ Streamlines processes, making it easier for Town staff to handle inquiries and resolve issues efficiently.	2024-H2	$$
	**3. Enhance the Town's Approach to Project Prioritization** – Include guidelines and structure for resource capacity analysis as part of the Town's project prioritization process.	▸ Improve resource management across the Town. ▸ Improve communication and organizational alignment of staff and priorities.	2024-H2	$
	**4. Develop an IT Master Plan** – Develop an IT Master Plan to address system / data gaps and enhance automation.	▸ Enhance operational efficiency by better use of technology. ▸ Future-proof the Town's technology – help ensure the Town's technology remains up-to-date.	2024-H2	$$$
	**5. Establish System Owners** – Establish a formal process to designate system owners. Revise the Town's IT governance to include these roles and responsibilities.	▸ Improve staff productivity by ensuring systems are fit-for-purpose. ▸ Improve resident experience – systems that automate activities.	2024-H1	$

*H1 refers to the first half of the year, H2 to the second half of the year

** Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Executive Summary – Recommendations (3/3)

Recommendation		Benefits	Period Start*	Cost**
	**6. Enhance Payroll Automation** – Automate the payroll process by streamlining process activities, reconfiguring the system and integrating payroll with other key systems.	► Improve staff and management productivity by reducing manual steps. ► Ensure the Town's current systems and process activities are fit for purpose.	2024-H1	$$
	**7. Digitize and Automate Approval Processes** – Automate approval processes where possible by implementing an electronic signature tool.	► Modernize workflows, increasing productivity and reducing the amount of paper. ► Reduce physical space for storing paper.	2024-H2	$$
	**8. Digitize Historical Permits and Inspection Data** – Implement a method to access historical permits and inspections data.	► With historical data in a retrievable format, Building Services staff will not have to spend extra time finding the information. ► Improve response times for answering resident inquiries.	2024-H1	$$
	**9. Develop a Data Strategy** – Develop a data strategy to implement a Business Intelligence (BI) and Data Warehouse (DW) platform.	► Establish a culture of data driven decision-making. ► Reduce burden on staff to search for information and make corrections.	2025-H1	$$$
	**10. Develop a Fleet Management Plan** – The Town should develop a Fleet Management Plan and determine the most appropriate ownership model.	► Initial estimates indicate a positive case for changing to an ownership model. ► Better oversight of the Town's fleet. ► More predictable forecast of Town fleet needs and expenses.	2024-H1	$

*H1 refers to the first half of the year, H2 to the second half of the year

** Indicative cost estimates that considers one-time costs (including internal/external resources) to perform initiative $=1k-50k, $$=51k-100k, $$$=100k+.

Executive Summary – Implementation Roadmap

Recommendation	2024		2025		2026	
	H1	H2	H1	H2	H1	H2
1. Implement a Service Level Framework						
2. Implement a Customer Service Framework						
3. Enhance the Town's Approach to Project Prioritization						
4. Develop an IT Master Plan						
5. Establish System Owners						
6. Enhance Payroll Automation						
7. Digitize and Automate Approval Processes						
8. Digitize Historical Permits and Inspection Data*						
9. Develop a Data Strategy						
10. Develop a Fleet Management Plan						

= Duration of implementation

= Ongoing activity

This proposed implementation plan takes into consideration urgency, dependencies and estimated effort. The timeline is contingent on resource availability. 2024 will inevitably be another unpredictable year given the Canadian economy. As such, we recommend that following acceptance of this report, the Town considers the above as more of a sequence of projects rather than a definitive implementation plan. We also recommend that SLT further validate the supporting assumptions, develop more detailed work plans and budgets for the recommendations that they deem appropriate.

*Should align with the Town's current plans to implement a Building / Planning system.

/ RECOMMENDATIONS

Recommendations – Introduction

There are 10 priority opportunities the Town should consider implementing

The table to the right lists the priority opportunities. This is a subset of the total opportunities that were identified as part of this review – see Appendix A.

The following pages provide a description of each of the top priorities describing:

- **Situation** – describes the current state
- **Recommendation** – the recommendation statement
- **Steps** – the actions the Town should follow to implement the opportunity
- **Benefits** – the potential advantages of implementing the opportunity
- **Risks** – potential risks relating to the opportunity

	**1. Implement a Service Level Framework**
	**2. Implement a Customer Service Framework**
	**3. Enhance the Town's Approach to Project Prioritization**
	**4. Develop an IT Master Plan**
	**5. Establish System Owners**
	**6. Enhance Payroll Automation**
	**7. Digitize and Automate Approval Processes**
	**8. Digitize Historical Permits and Inspection Data**
	**9. Develop a Data Strategy**
	**10. Develop a Fleet Management Plan**

#1 – Implement a Service Level Framework (1/2)

Current Situation

Our analysis indicates that the Town's service level management is not well defined. For example, there are several legislated services that either do not have a service level or did not have a definition. This finding is also applicable to discretionary services, although this is more common with most other municipalities.

- The absence of service levels and performance measures can make it difficult for the Town to indicate their performance (good or bad) other than completion of activities.
- Moreover, this may limit the Town's ability to make informed workforce decisions such as increasing staff headcount or changing the complexion (full-time, part-time, seasonal).
- It can also make it challenging to model changes relating to process, adoption of new technology or increasing service levels.

Recommendation

The Town should define resident expectations and establish performance measures and service levels.

Step 1: Conduct a Community Needs Assessment

- The first step is to understand the specific needs and expectations of residents and the community at large regarding the Town's services.
- Develop a stakeholder engagement plan, which outlines the scope of engagement, and key stakeholder groups within the community such as residents, businesses and advocacy groups. The engagement plan should incorporate a variety of approaches to gather information, including surveys, focus groups or interviews. The lines of inquiry should focus on identifying the priorities, what has worked well and areas for improvement.

Step 2: Identify Service Levels and Measures

- Use the community needs assessment to inform priority services and expectations. This data will help the Town create Key Performance Indicators (KPIs) to measure service performance. We have identified potential KPIs for the Town to consider in the Key Performance Indicators section of the report.
- Additionally, the Town has a corporate strategic plan and should consider linkage between it and KPIs.

#1 – Implement a Service Level Framework (2/2)

Step 3: Determine Measurement Needs

- Once the Town determines its service levels and KPIs it should assess the extent to which it can efficiently gather the supporting data, analyze it and report it.
- This may have dependencies on the systems the Town has in place. Some measures may be the right ones to use, but it will be an onerous task to track and report on them. Therefore, the Town should re-prioritize its service levels and KPIs to focus on what it can report.

Step 4: Develop Baselines and Targets

- At this point the Town has a list of priority service levels and KPIs that it is able to report. Now it needs to create a baseline – the current performance that the Town is achieving. Using the baseline and internal discussion the Town should then set targets. This may be in conjunction with Council depending on the measures. For example, if the KPI is Staff Safety: Total number of employee incidents / 100 employees and the current baseline is 3, the target might be 1. This requires analysis of the changes that the Town will implement and the impact you expect it will have on the KPI.

Step 5: Implement New Processes / Activities

- With each service level and KPI there may be new activities to support the data gathering, analyzing and reporting. The Town should outline the timing of those activities, ownership of the responsibilities and source of data.
- The Town should also consider creating a dashboard that the Senior Leadership Team and Council can use that includes the various measures.

Step 6: Measure and Optimize

- Once established, the Town should agree on a set frequency (no less than once a year) to review existing service levels and KPIs. The intent of the review is to determine if they are still valid (including the target).

Benefits

- Ability to measure performance and quantify the impact of growth or changes in service levels.
- Improve staff forecasting.

Risks

- Departments may not have the information readily available and data gathering and reporting becomes a manual, time intensive activity.

#2 – Develop a Customer Service Framework (1/2)

Current Situation

As the Town continues to grow it will likely need to formalize customer services. While there is currently a policy for accessibility standards in customer service, the Town does not have a customer service policy.

- Currently, Customer Service Representatives (CSRs) receive training to answer departmental specific inquiries. Different areas use different systems which makes it challenging to have broad knowledge of a customer's experience and history with the Town.
- The Town may wish to pursue centralizing customer service, however as a precursor to this, it can focus on establishing a customer service framework for all divisions.

Recommendation

Develop and implement a customer service framework to standardize customer service across the Town.

Step 1: Create a Customer Service Policy

- Create a customer service policy to define the Town's commitment to customer experiences, outlining the standards, processes and expectations to guide all customer interactions.
- As per of the previous opportunity, establish customer service levels. Some service levels to track include:
  - Time to respond to requests
  - Time to resolve requests and mark as closed
  - Number of cross-departmental transfers
  - Transfer wait times
- The policy should define what is customer service versus what is staff delivering work. For example, some municipalities will define responding to a request to fix a pothole as customer service, whereas the work to fill the pothole is staff delivering work.
- Consider defining standard customer service processes with these six types of interactions in mind:



#2 – Develop a Customer Service Framework (2/2)

Step 3: Develop and Implement Customer Service Staff Resources

- Due to the Town size, we recommend customer service remains decentralized and focus on improving customer resolution (on first contact) and customer transfers. Therefore, during this step, the Town should concentrate on providing guidance, training and resources to staff involved in customer service. This includes developing knowledge articles, decision trees (for routing customer transfers) and FAQ's. This will help ensure staff are better equipped for managing customer service interactions.
- Define how to handle transfers between divisions. Consider the roles and responsibilities of individuals in the customer transfer process. This captures both the division initiating the transfer and the receiving division, ensuring accountability at each activity.
- The Town should also consider the underlying technology. There may be opportunities to automate certain activities using the Microsoft suite or functionality in the Town's current CRM, phone system and website. Based on Blackline's experience system integration can also be quite helpful to improve the customer experience. Below are the most common CRM integrations:

Geographic Information System (GIS) (e.g. Esri)	Work order and asset management system
Permitting system	Recreation system (e.g. Xplor Rec.)

Step 4: Implement Improvement and Feedback Loop

- Set up a method for collecting, analyzing, and acting upon customer feedback. Collect insights through regularly scheduled surveys and post-interaction evaluations.

Step 5: Determine When to Centralize Customer Service

- In the future, the Town should consider centralizing customer service. This is typically dependent on population growth and work volume (annual customer service calls, emails, walk-ins, mobile app, etc.)
- Based on a peer analysis that Blackline led recently, most municipalities suggest centralizing in phases (either by division or service). This allows time for change adoption to occur and minimize and customer service disruption.

Benefits

- Improved resident experience.
- Streamlines processes, making it easier for Town staff to handle inquiries and resolve issues efficiently.

Risks

- There is a risk of poor compliance by operating divisions. The Town will need to provide communication and training to staff to support adoption of the framework in practice.
- If the framework becomes too rigid and inflexible, it may hinder the ability to adapt to changing customer needs, emerging technologies, or unforeseen circumstances.

#3 – Enhance the Town's Approach to Project Prioritization (1/2)

Current Situation

The Town's project prioritization does not include detailed resource capacity analysis. Therefore, it is difficult to determine whether the Town can complete those priorities with its existing resources. In addition, during the year emerging priorities will occur, compounding the issue.

The largely top-down process has worked reasonably well, but challenges to meet future demands will become increasingly difficult as the Town grows.

Recommendation

Include guidelines and structure for resource capacity analysis as part of the Town's project prioritization process.

Step 1: Define Demand and Supply

- The Town should align its current approach to setting the annual budget with a structure that allows it to assess different types of demand and the resource requirements to deliver them. See the Annual Review Process as an example. Typically, this will include strategic demand, departmental demands and operational demands. Some will require one-time effort while others will require ongoing. A common pitfall when assessing one-time demand e.g. projects is that it lacks consideration for ongoing staffing needs both directly to the departments responsible for the services as well as any supporting areas e.g. IT.

Step 2: Establish a Prioritization Framework

- Revise the Town's prioritization framework. This should consider several criteria as it has a broad range of projects to assess (from internal corporate initiatives to capital infrastructure). Below are some example criteria the Town may wish to use:
  - Business value (tangibility / intangible)
  - Beneficiaries (which stakeholder groups will benefit from this work)
  - Costs (one-time, ongoing)
  - Legislative / regulatory need
  - Achievability (capacity and capability of the Town)
  - Complexity of the project (something the Town has experience with or is it net new)
  - Urgency of the project
  - Availability of funding
- Using the above (or a combination thereof), the Town should create an easy-to-use Excel template for collating the initiatives details and later for ranking. The framework should also consider assigning a weigh for each criterion. For example, if a project is legislated it may have an automatic high score.

#3 – Enhance the Town's Approach to Project Prioritization (2/2)

Step 3: Communication

- Assign ownership of the new prioritization framework to a member of the Senior Leadership Team. This includes explicit timelines to track progress and maintain accountability. In many cases this responsibility will reside with Finance, Office of the CAO or Strategic Initiatives. This will be dependent on the organizational structure, capacity and capability.
- Create relevant training and communications of the new framework. This should include communicating changes to Council, management and staff so that there is a clear understanding of the prioritization process. It should also include all relevant templates. Staff and management communications should outline the new processes and set expectations.

Step 4: Pilot and Implement the Framework

- Changing how an organization manages demand and supply for prioritizing resources can be difficult. We suggest piloting the framework to work out any issues or challenges with the process. This could be dual run for the first year (existing process plus the pilot) or a mock year. Once the pilot is complete re-assess the process, timeline, templates, training material to address any issues or challenges.
- Once the framework is in practice, the Town should review it annually to optimize it. For example, you may find that the weighting needs adjusting to reflect new priorities from Council.

Benefits

- Improve resource management across the Town.
- Improved communication and organizational alignment of staff and priorities.

Risks

- Adoption to the new process does not occur and the Towns is not able to meet (or keep up with) the demands.
- The new process requires more effort causing work delays.

#4 – Develop an IT Master Plan (1/2)

Current Situation

- Our analysis indicates that until recently, IT's focus has been on infrastructure and resiliency and less on ensuring divisions have appropriate systems and information management.
- One of the Town's strategic initiatives centers around "future readiness". However, the Town operates without a multi-year IT plan for investments in technology. Particularly in systems, integration and data use.

Recommendation

Develop an IT Master Plan to address system / data gaps and enhance automation.

Step 1: Information Gathering

- The Town should begin by developing an overview of its current IT environment and a preliminary list of key stakeholders for subsequent steps. To achieve this the Town should:
  - Conduct an inventory of existing IT systems and infrastructure.
  - Review IT spend, key performance metrics e.g. service tickets, change requests, project data.
  - Identify key stakeholders for further consultation. The purpose of these consultations is to gather the perspectives and identify specific requirements.

Step 2: In-Depth Analysis

- Regardless of whether the Town does this work with internal resources or a third party, the Town needs an analysis of the current IT landscape to identify challenges, trends and insights for decision-making. The following actions are necessary:
  - Engage IT experts to assess all aspects of the technology the Town uses as well as the level of service and value the IT division provides. Where possible this analysis should compare with industry practices such as COBIT, ITIL, and PMBOK.
  - Along with above, the Town should also assess its digital presence. Using an industry standard frameworks to analyze the Town's website and customer service channels.
  - Record and document all feedback received during the consultations. Continue by analyzing the feedback to identify common themes, pain points, opportunities and any patterns that emerge.
- The Town may also wish to perform industry research. This may include peer analysis (reaching out to peers to understand key aspects that the Town has an interest e.g. future projects, existing concerns / issues, etc.)
- This could also take the form of general market research to understand technology trends that the Town may wish to consider. For example, the adoption of Cloud and Artificial Intelligence.

COBIT – Control Objectives for Information and Related Technologies ITIL – Information Technology Infrastructure Library PMBOK – Project Management Body of Knowledge

#4 – Develop an IT Master Plan (2/2)

Step 3: Development and Documentation of the IT Master Plan

- Next, the Town should develop recommendations informed by the analysis, transform these recommendations into a comprehensive IT Master Plan. To achieve this, the Town should:
  - Use the analysis from the previous step, facilitate workshops with key stakeholders to define the plan's scope, objectives and key initiatives. This helps to ensure the IT Master Plan is informed by diverse perspectives and aligns with the Town's unique challenges and opportunities.
  - Propose a set of prioritized, actionable recommendations and solutions informed by the analysis. Ensure they align with the Town goals, incorporates practices from peer comparisons and aligns with industry trends.
  - Evaluate the implications of these recommendations on the current IT infrastructure and operations to ensure they are both beneficial and realistic within the Town's existing IT environment.
  - Develop an implementation roadmap with specific timelines and milestones. Spread out timelines of initiatives to ensure IT projects have adequate resourcing.

Step 4: Continuous Monitoring and Adaptation

- The pace of technology change is exponential and therefore requires a process to review and revise the Town's newly formed IT Master Plan.
- Conduct routine evaluations of ongoing IT projects to assess their performance and alignment with the IT Master Plan's objectives. This will involve reviewing IT performance indicators, data analysis and periodic audits to maintain focus on the strategy's goals.
- Adapt the plan as needed based on feedback, changes in technology trends or evolving Town requirements.

Benefits

- Enhance operational efficiency, enabling the Town to deliver services more effectively and with fewer resources.
- Future-proof the Town's technology – help ensure the Town's technology remains up-to-date.

Risks

- Implementing the plan may require significant financial and human resources, potentially straining the Town's budget and staff.
- Staff and stakeholders may resist changes to existing IT systems and processes, leading to adoption challenges.

#5 – Establishing System Owners (1/2)

Current Situation

The Town does not operate with system owners. In the past this has led to selecting, implementing and configuring systems that may not provide the full value to the organization. In some cases, its even increased staff workload rather than reducing it.

The National Institute of Standards and Technology (NIST) defines a system owner as: *"Person or organization having responsibility for the development, procurement, integration, modification, operation and maintenance, and/or final disposition of an information system."*

Recommendation

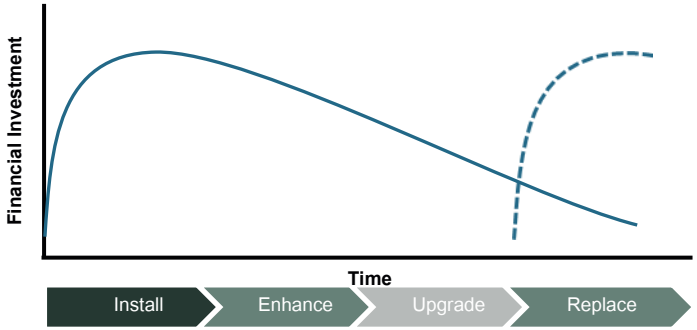
Establish a formal process to designate system owners. Revise the Town's IT governance to include these roles and responsibilities.

Step 1 – Define System Owner Role

- The Town should focus initially of core systems. This will help to reduce complexity and effort. The core systems should include:
  - Finance
  - HR (including payroll)
  - Customer Relationship Management
  - Website
  - Asset / Work Order Management
  - Building / Planning – Permits and Applications
  - GIS

Step 1 – Define System Owner Role (cont'd)

- IT should assist in developing and documenting the system ownership roles and responsibilities. At a minimum they should cover the full lifecycle of a system – procurement / selection, maintenance, enhancements, replace/disposal – see below. The dashed line represents the cycle repeating with a new system



- This will include both day-to-day aspects of the system (e.g. maintenance), as well as changes e.g. enhancements such as integrating with another system or enabling new functionality.
- Ultimately the role should help provide clear direction on the purpose and use of the system and ensuring the Town is able to maximize the value of the system.
- Using a RACI (Responsible, Accountable, Consulted, Informed) determine the Systems Owners responsibilities through each phase of the system lifecycle. Document it and submit it for approval by the Senior Leadership Team.

#5 – Establishing System Owners (2/2)

Step 2 – Integrate Owners into IT Governance

- Having system owners on its own will be an improvement but it needs to be able to integrate with the Towns overall IT Governance. Specifically, decision-making should be a key topic of discussion. For example, typically system owners would roll into an advisory group under an IT Council or IT Corporate Governance group. We understand that the Town is currently making changes to its governance and therefore it is important to align with it.
- During this step, the Town should also assess certain key processes to ensure they are up-to-date. For example, procurement of new systems and developing requirements may need updating to reflect this new role that the Town is introducing.

Step 3 – Identify and Assign System Owner Roles

- Once the governance model (roles and responsibilities) is complete the Town will need to assign owners. Typically, this will be individuals that have a vested interest in the system's functions / processes it supports. E.g. Finance System Owner = Treasurer (or a subordinate thereof). In some cases, it may be more complex, and consideration should be given to who is best candidate consider capacity and capability.
- The Town should also work with HR to determine any issues or concerns with job descriptions and the impact that the new role may have on certain individuals.

Step 4 – Communicate, Train and Rollout

- After identifying the owners next, they will need support in understanding their new role and responsibility. IT should help develop training and reference material to support system owners. Where possible it should align with industry practices such as COBIT or ITIL.
- Communication and rollout should consider time of year, current activities and any other IT governance changes that may be occurring.

Step 5 – Optimize Governance

- On a regular basis as with any governance model it will need review and revisions to optimize and ensure it is fit-for-purpose. We propose initially no less than on an annual basis to review the efficacy of the practices and adjust accordingly.

Benefits

- Improve staff productivity by ensuring systems are fit-for-purpose.
- Improve resident experience - systems that automate activities.
- Reduce risk of purchasing inappropriate systems.

Risks

- Owners may not feel comfortable with their new responsibilities and defer to IT as the default system owner.
- Without appropriate oversight of system owners, the changes may be ineffective.

#6 – Enhance Payroll Automation (1/2)

Current Situation

While the Town has an HR system that provides payroll functionality, there is little integration between it and others. In addition, the configuration of the payroll functionality is causing more processing effort by staff and management.

Recommendation

Automate the payroll process by streamlining process activities, reconfiguring the system and integrating payroll with other key systems.

Step 1 – Review Payroll Process

- Initiate a project to review the current payroll process. This review should use Lean principles to identify waste. The scope of the review should cover the full payroll scope:

Time and Attendance	Pay Calculation / Distribution	Reporting	Maintenance
▸ Setup, record, process and monitor T&A ▸ Manage vacation and absences	▸ Calculate pay ▸ Calculate deductions ▸ Distribute Pay	▸ Periodic reporting ▸ Creating T4/EHT, and other tax forms	▸ Acquire tax tables ▸ Update tax tables and other deductions ▸ Update annual pay changes

Step 1 – Review Payroll Process (cont'd)

- The process review should also assess the level of system support / manual activities. The Town should also capture the effort and duration of activities to build a baseline. The Town will be able to calculate its current cost (staff time and effort) to build a case for change – system / process changes.

Step 2 – Identify Opportunities to Automate

- Assess each activity using Lean to determine the type and level of waste. For example:

Lean Waste	Example
Defects	▸ Time spent trying to identify and fix errors
Overproduction	▸ Creating and keeping spreadsheets to track data from paper forms ▸ Performing pay process weekly
Motion	▸ Managers deliver timesheets to Payroll Clerk
Excess Processing	▸ Rekeying data from forms into spreadsheets and GL system ▸ Managers redundantly tracking record of leave

#6 – Enhance Payroll Automation (2/2)

Step 2 – Identify Opportunities to Automate (cont'd)

- Determine what opportunities may exist to reduce the waste e.g. process change, training, system change / enhancement. Using the information from Step 1, calculate the impact of those changes. This will also help indicate the extent of those changes and whether a large course of action is necessary, e.g. replace the payroll system.

Step 3 – Prioritize Improvements

- Prioritize the opportunities focusing on quick wins that require low effort and are small / easy changes to implement. For larger more complex changes develop a detailed plan, including budget and resource requirements. Work with IT and other divisions as required for any technological changes.

Step 4 – Implement Changes

- Using the Town's project management procedures implement the changes. Give consideration to appropriate change management to help ensure staff are prepared and ready.
- Measure the expected benefits by using the baseline information from early steps.

Benefits

- Improve staff and management productivity by reducing manual steps.
- Ensure the Town's current systems and process activities are fit for purpose.

Risks

- The Town may not have the resources to assess the payroll process using Lean principles resulting in marginal improvements.
- The system configuration changes / integration might be more costly than beneficial.
- Enhancements to the Payroll system, specifically integration with the GL may be contingent on the Town upgrading its current accounting system – thus causing a delay in automating payroll.

#7 – Digitize and Automate Approval Processes (1/2)

Current Situation

As the Town continues to modernize, any area that relies on paper signatures and sees delays as a result should consider updating its practices. There are a few key areas where this happens, and some level of automation would be beneficial.

- Accounts Payable: processes are generally manual; this can lead to issues like duplicate requests for approval on invoices.
- Recruitment: the Town requires signature approvals from general managers on offer letters. This creates a single-person dependency in the recruitment process.
- Records Management: filing records still requires paper approvals.

Recommendation

Automate approval processes where possible by implementing an electronic signature tool.

Step 1: Create an Electronic Signature Policy

- The Town should develop a policy for the use and acceptance of electronic signatures. Responsibility for writing the policy should fall to the Clerks division with input from IT, the Senior Leadership Team, and legal.
- The policy should at a minimum include:
  - Details on the appropriate use of electronic signatures. Identify when a paper signature is always required and from whom.
  - Minimum functional requirements for the technology (e.g., signature must be unique to the signer, technology or process can identify the signer).
  - A process for what to do in cases that require duplicate signatures (electronic and paper).
  - Confirmation that the Town will accept electronic signatures from its residents. This is generally supported by other municipalities in Ontario, such as the City of Waterloo and the City of Toronto.

Step 2: Document Needs

- Identify all use cases of signatures and document them. Consider if any of these use cases have unique considerations / processing requirements.
- The Town should next identify which approval processes it would be beneficial to automate. High volume processes and those that require several layers of approvals are prime candidates.

#7 – Digitize and Automate Approval Processes (2/2)

Step 3: Select an Electronic Signature Tool

- Before selection, develop system requirements for the electronic signature (e.g., system requires method of detecting document manipulation after signing; what systems will IT need to integrate with the tool). Developing these requirements will involve collaboration between Clerks, IT and potentially legal.
- The Town should also identify how many licenses it will need at this time.
- Work with procurement to acquire an electronic signature tool.

Step 4: Implement the Electronic Signature Tool

- Next, implement the selected tool. This will require coordination between the IT and Clerks divisions at a minimum to start the project. A key role for IT at this stage will be integrating the tool with any additional existing Town system (or automation system).
- After system implementation, the Town should select one or two processes and pilot the signature tool. The pilot should result in lessons learned to refine the next implementation.

Step 5: Change Management

- Work with communications to inform staff of the new policy and electronic signature tool.
- The Town should provide resources to its staff on how to use the tool. Provide training / communications to users for any processes the Town moves to an automated workflow.

Benefits

- Modernize workflows, increasing productivity and reducing the amount of paper.
- Reduce physical space for storing paper.

Risks

- There is a risk staff do not adopt the new electronic signature tool.
- Another key risk is staffing misusing the tool. Electronic signatures and automated processes still require oversight.

#8 – Digitize Historical Permits and Inspection Data (1/2)

Current Situation

- The Town is moving to a new system as its primary software for managing permits and inspections. However, historically Building Services has used different methods of storing permits and inspections (e.g., paper, Excel, PDF). This makes it difficult (and time consuming) for staff to lookup this information in its current format and physical location.

Recommendation

Implement a method to access historical permits and inspection data.

Step 1: Identify Needs and Desired Digitization Level

- First, assess the current format and location of historical permits and inspection information. Catalogue and determine the volume that exists. This will help inform the Town in selecting the appropriate method for digitizing the information. For example, if most of the historical data is on physical paper the solution may require a greater focus on scanning them to a digital format. Conversely if most of the information is in Excel or PDF it may only require indexing and cataloguing.

Step 1: Identify Needs and Desired Digitization Level (cont'd)

- Typically, projects of this nature identify levels of digitization and decide what level is appropriate for their needs. For example:

Level 1	Metadata* about the inspection/permit is accessible from a centralized repository.		
Level 2		In addition to metadata, scans of paper documents are available as PDFs for review.	
Level 3			Documents are in a searchable database. (e.g., property address, permit type) and via the document content itself.

- The Town should consider tailoring these levels to its needs. What level it targets will inform future work the Town requires to digitize historical data. For example, if Orangeville decides all it needs is access to metadata about previous work, then it can target Level One digitization. In this case Building Services, with support from IT, would work to capture metadata about historical work in a centralized and searchable format.
- We recommend the Town strive to digitize historical data to a minimum of Level One. While digitizing to Level Three would be helpful, the costs may not outweigh the benefits.

*Metadata is data that describes other data. For example, with a house inspection, the address is metadata.

#8 – Digitize Historical Permits and Inspection Data (2/2)

Step 2: Determine Technology Needs

- Next, the Town should meet with IT to discuss options. A preference should be to re-use existing systems or extend existing systems before any other option. For example, we recommend that the Town explore the use of the new building / permitting system first to see if it has functionality for storing historical data and the ease at which to migrate historical data into it.
- Another option is to capture the historical data in a document sharing system like SharePoint. This is viable depending on the Town's desire for digitization (previous step), cost, effort and benefits. Before any data migration occurs, the Town should assess the options, cost and determine the best course of action.

Step 3: Prepare for Data Migration

- To prepare historical data for migration the Town will need to consider how best to clean the historical data (if at all), which may differ by source. However, the general approach to cleaning data involves:
  - Remove irrelevant data: discard data that is not relevant or necessary
  - Remove duplicates: ensure there are no duplicate entries across the various sources
  - Fix structural errors in the data (e.g., one source includes the date in YYYY/MM/DD format while another source is DD/MM/YYYY)
  - Decide how to handle missing values in the data (e.g., manually search for data, classify as missing/irretrievable)

Step 4: Migrate Data

- After preparing the data for migration the Town can begin migrating data. The method of achieving this differs based on the source of the information and the destination:
  - For PDF records, consider using an online tool to extract data and convert to a CSV file to import the data into the target database.
  - For paper records, scan the paper documents and use a software to extract the data from the scans.
  - For data kept in Excel, convert to a CSV file to import the data into the target database.

Step 5: Quality Assurance

- Once the data migration is complete, verify the quality of the data post-migration. Compare the transferred data to the quality standards from Step 3. Document conformity with the data quality standards. For this and all other data migration work, consider working with the building / permitting system vendor.

Benefits

- With historical data in a retrievable format, Building Services staff will not have to spend extra time finding the information.

Risks

- If historical data is significantly dispersed, cleaning and migrating the data becomes a drain on resources in IT and Building Services.

#9 – Create a Data Strategy (1/2)

Current Situation

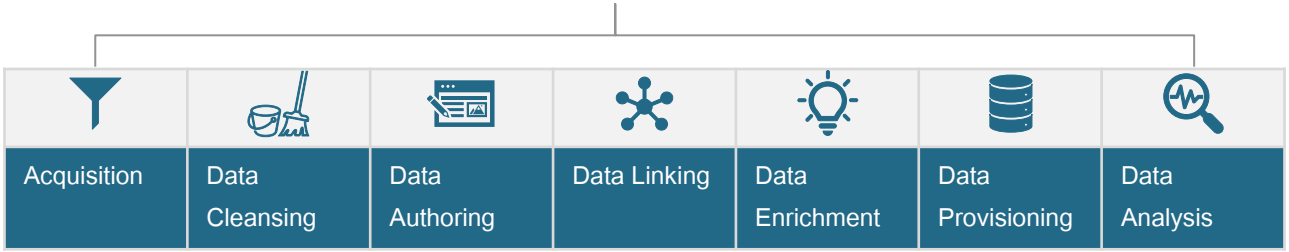
- The Town stores data in several different systems and different formats making it difficult to achieve its desire to use data to inform decisions and efficiently report on service levels and KPIs.
- Data governance is a pre-cursor to effective use of data and information.

Recommendation

Develop a data strategy to implement a Business Intelligence (BI) and Data Warehouse (DW) platform.

Step 1: Formalize Data Governance

- Establish a data governance framework which distinguishes responsibilities of divisions, system owners and IT. The Town should leverage industry practices such as the Data Management Body of Knowledge. The framework should cover the lifecycle of data:



Step 2: Define Business Needs and Data Classification Schema

- Once the governance is in place, it can begin determining the data classification and business needs. Some of this information may already be available in the records management work the Clerks have done. The data classification should at a minimum align with legislative requirements.
- Document the data sources Orangeville uses in a data dictionary format*. Try to capture information on data format, frequency, medium, storage method, division(s) handling the data and how it is accessed (e.g., via SharePoint).
- Create and use a data classification schema which classifies data based on at a minimum:
  - Sensitivity (e.g., public, confidential)
  - Criticality (for example purchase data might be critical, whereas the number of visitors to a recreation centre is not).

*A data dictionary is a reference guide to a data set. It is a centralized source of metadata (which is data about data). It will typically include elements like unique identifiers, names, classification, size and descriptions of relationships between data (e.g.., Account X is associated with Account Holder Y).

#9 – Create a Data Strategy (2/2)

Step 3: Develop a Data Architecture

- In tandem with Step 2, use the data dictionary and other systems information to create a data model consisting (ideally) of three layers of increasing technical specificity:
  - 1. Conceptual Model: a description of the data the Town uses and its relationships.
  - 2. Logical Model: this layer illustrates the movement of data in the overall structure.
  - 3. Physical Model: this final layer draws on the logical model to pull out the requirements to build the data model, it considers technology-specific details.
- With these layers specified, the working group should now document the target data architecture. Consider gathering input from the divisions on what additional data they hope to use in the future. This information will be useful as an input into building a data warehouse.

Step 4: Determine Pre-conditions for a BI and Data Warehouse

- BI and data warehouses can be a costly endeavor. The Town should use the information from the previous steps and the data governance model to determine the pre-conditions for when the Town is ready for a BI and data warehouse. Some conditions may include, the effectiveness of data governance, completion of Step 3, demonstrated skills and capabilities, replacement / upgrade of certain legacy systems.

Step 5: Document the Data Strategy

- At the same time as Step 4, the Town can now document its Data Strategy. The elements it should include are:
  - Initiatives to achieve the Town's data aspirations
  - Specific use cases the Town wishes to adopt and their benefits
  - The target data architecture
  - The formal data governance framework
  - Data skills and capability requirements
  - Transformation roadmap
  - A budget to support the data strategy implementation

Step 6: Acquire a Data Warehouse / Business Intelligence Solution

- As per Step 4/5, the Town should begin a selection process to implement a BI and DW. The approach should focus on high value use cases as pilots to demonstrate its value.

Benefits

- Establish a culture of data driven decision-making.
- Reduce burden on staff to search for information and make corrections.

Risks

- The Town may not have the capabilities to perform this work.

#10 – Develop a Fleet Management Plan (1/2)

Current Situation

In 2022, the Town changed its model from owning vehicles (under 1.5 tonnes) to leasing. While a common practice, it has some drawbacks:

- The cost of this arrangement appears higher than an ownership model. This is particularly true in cases where the vehicles have low usage e.g. fire vehicles.
- The Town was under the impression that the lease agreements would cover vehicle maintenance costs and has paid additional monthly fees of $32-93 per month per vehicle accordingly. However, our analysis indicates that this only covers warrantied repairs, requiring the Town mechanic to perform other maintenance activities. This negates a portion of the assumed benefit of a leasing model.
- Coordination with the vendor has also been challenging. For example, collating the lease agreements for the fleet. Additionally, the terms of the lease agreements vary by vehicle and are not clear.
- The leasing model seems to be adding unforeseen workload on the Town mechanic and the Finance team rather than save staff time.

Recommendation

The Town should develop a Fleet Management Plan and determine the most appropriate ownership model.

Step 1: Conduct a Cost-Benefit Analysis

- We reviewed a high-level staff estimate of the cost of continuing the current lease arrangement compared to owning the Town's fleet, which indicates ownership may be more suitable. However, the Town should conduct a more detailed analysis including other options e.g. other leasing options and a hybrid option (part lease / part ownership).
- The analysis should include considerations for timing and cost of transitions e.g. terminating leases versus completing original terms.
- This analysis will inform whether the Town continues with its current leasing model or transition to a different model.

Step 2: Develop a Fleet Management Policy

- Regardless of the outcome of Step 1, the Town should develop a policy that outlines the roles and responsibilities for fleet management. The policy should provide details on the process for acquiring, maintaining and disposing of fleet vehicles. For example, the Town may wish to include special cases for fire vehicles, allowing the Fire division to acquire and maintain their own fleet. The policy should align with the Town's procurement and asset management policies.

#10 – Develop a Fleet Management Plan (2/2)

Step 3: Assign Fleet Management Ownership

- Per the fleet management policy, the Town should assign ownership of the policy and fleet management. Direct ownership of this function would ensure adherence of the policy across the Town.
- The 2024 budget includes a request for a Fleet Supervisor role in Infrastructure Services. This would be the appropriate position for this oversight.

Step 4: Develop a Fleet Management Plan

- A fleet management plan provides a roadmap for the acquisition, maintenance and disposal of the Town's vehicles and should include detailed strategies to optimize fleet operations, such as cost reduction targets.
- Identify the Town's needs by division, take stock of the current vehicles including their lifespan and the cycle of their leases (if applicable) and identify the costs per vehicle for the next five years. Consult relevant staff from each division for a clear understanding of their needs and the current state of their vehicles.
- Similar to the policy, the plan should align with the Town's procurement and asset management policies.

Step 5: Implement the Fleet Management Plan

- Next, implement the Fleet Management Plan. This will require coordination between the departments that use the vehicles, Finance and the Fleet Supervisor.

Step 5: Implement the Fleet Management Plan (cont'd)

- Regularly track progress against the plan and adjust accordingly. For example, if the implementation schedule allocated too short of a timeframe to dispose of vehicles, lengthen the time estimated to dispose of the remaining vehicles. Document lessons learned as part of the implementation.

Benefits

- Initial estimates indicate a positive case for changing to an ownership model.
- Better oversight of the Town's fleet.
- More predictable forecast of Town fleet needs and expenses.

Risks

- The Town may not be able to fully realize the financial benefit from this transition if the cost of vehicle purchases and maintenance rises significantly in the future, or if there are significant hidden fees with the new vendor.
- Ownership of vehicles comes with its own tasks that will require staff time. Staff can mitigate the risk of additional effort through clear and consistent processes for purchases, maintenance and sales of vehicles across divisions as well as the proper use of the Town's Enterprise Asset Management platform.

/ KEY PERFORMANCE INDICATORS

Establishing Key Performance Indicators (1/2)

There are many Key Performance Indicators (KPIs) municipalities can adopt and many sources to draw from

The Ontario government established its Open Data Directive in 2016 with the goal of "…all data created, collected and/or managed by ministries and provincial agencies to be made public as open data, unless it is exempt for privacy, confidentiality, security, legal or commercially-sensitive reasons."

While not specific to municipalities some have embraced it, such as the City of Toronto. They have established an Open Data Policy that outlines their approach to sharing information with the public. Open data or Open government is cited to deliver the following benefits:

- Making sure different stakeholder groups have access to data to pursue innovation opportunities in technology and analytics
- Increasing transparency and promoting more government accountability
- Creating an open, common and reliable evidence base to support policy development, decision-making and democracy

There are other platforms for open data as well. The Town of Caledon participates in Would Council on City Data (WCCD). They have implemented standards on indicators for sustainable cities, joining over 100 cities to measure and compare progress on a series of benchmarks.

However, a common challenge is ensuring appropriate privacy and security of certain data.

Most municipalities desire to improve their use of KPIs but still rely heavily on annual financial reporting as their evidence

Over the past several years Blackline has conducted surveys with various municipalities to understand their use of KPIs.

- Most report on achieving key milestones e.g. completion of projects, Council priorities, etc.
- There are few that have a dashboard, but where they exist it includes operational metrics in fire (callouts, incidents, response times), public works (complaints, water main breaks, etc.), staffing, licensing / permits and similar stats.
- All indicate a desire to enhance their ability to efficiently report on a number of KPIs but in many cases the barrier is a technological barrier – the data is not easily accessible, or it is difficult to pull the data into a single KPI.

Source: Ontario's Open Data Directive

Establishing Key Performance Indicators (2/2)

There are many different measures to use to measure a municipality's performance – we provide a few that the Town may wish to adopt

Common practice suggests that each KPI should reflect a clear purpose or objective, which typically falls into three categories:

- Efficiency. Evidence that the Town is operating optimally.
- Effectiveness. Residents receive effective services from the Town.
- Transparency. To demonstrate the Town's openness in sharing information.
- To the right we provide a list of potential KPIs the Town may wish to adopt. This is subject to the Town's ability to report on these measures efficiently and accurately. This usually requires sufficient technology (systems, data) as well as governance regarding corporate performance management.

In addition, the following pages provide examples of divisional KPIs to measure performance.

Category	Key Performance Indicators*
 Efficiency	▸ **Customer Service:** Percentage of inquiries (via phone, email, etc.) returned within two days. ▸ **Permits:** Average time to get approval on permits. ▸ **Roads:** Operating expense for paved roads / lane KM. ▸ **Workforce expense**: labour and contracting services / household.
 Effectiveness	▸ **Resident Engagement:** Number of residents subscribed to Town social media accounts, newsletters, and mailing lists. ▸ **Staff Safety:** Total number of employee incidents / 100 employees. ▸ **Asset Management:** Debt to reserve ratio. ▸ **Roads:** Percentage of paved roads ploughed and maintained within 12 hours. ▸ **Recreation:** Total participant hours for recreation programs / 1000 residents. ▸ **Innovation:** IT spend as a percentage of total operating expenses.
 Transparency	▸ **Access to Information:** Number of Freedom of Information (FOI) Requests processed within a given year and time to process the request. ▸ **Competitiveness:** Number of bids per procurement. ▸ **Strategic Alignment:** Progress of corporate initiatives. ▸ **Resident Satisfaction:** Resident sentiment – pulse survey YoY* performance.

*The Town may already gather some of these data points for reporting e.g. Financial Information Return (FIR)

**YoY is Year over Year

Divisional Key Performance Indicators (1/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Community Services	Economic Development & Culture	Change YoY* in employment rate / total number of jobs in the region	An indicator of economic prosperity for residents in the region. This means Economic Development is successful.
		Change YoY* in amount of commercial space occupied (% or sqft)	An indicator of the attractiveness of the region for businesses.
		$ invested in commercial developments	An indicator of investment in the local economy via business growth. Higher investment dollars / capita suggests a productive Economic Development department.
		Average length of time businesses in the region have been active	Higher number indicates sustained workload and performance of Economic Development.
	Fire Services	Residential fires related to fatalities / 100k residents	Measures the effectiveness of fire services.
		Rate of residential structural fires with losses / 1k residents	Measures the effectiveness of fire services.
		Total fire cost / 1k residents	Measures the cost effectiveness of fire services.
		90% fire station notification response time (rural / urban)	Responsiveness / effectiveness of fire services.

*YoY is Year over Year

Divisional Key Performance Indicators (2/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Community Services	Facilities and Parks	KM^2 of maintained (outdoor/indoor) space / 100k residents	Measures the quantity and adequacy of outdoor recreation space for the public.
		Operating cost / KM^2 of (outdoor/indoor) space	Measures the cost effectiveness of managing recreation space.
		Utilization rate of useable space (indoor / outdoor)	Measures utilization of spaces available.
	Library	# of library holdings / resident	Measures access and availability of resources.
		Total cost for libraries / use	Measures the cost effectiveness.
		Average # of times in year circulating items are borrowed	Measures the utilization and popularity of library resources.
	Recreation & Events	% of programs at 80% capacity or higher	Fulfillment of capacity in programming.
		$ spend on events / resident	Ensures money is spent on residents and is used as a comparator to other municipalities.
		% of costs recovered from events, programming, and facility bookings - excluding capital costs	Achieving specific thresholds of cost recovery.
		# of Recreation staff / KM^2 of (indoor/outdoor)	Measures effective staffing levels.

Divisional Key Performance Indicators (3/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Corporate Services	Clerks	Number of FOI Requests / 100k residents	A measurement of work volume.
		Percent of FOI Requests Completed Within 30 Days	Measures the responsiveness / effectiveness of FOI requests.
		Number of infractions / enforcement officer headcount	A measurement of efficiency.
		Number of Complaints / 100k residents	A measurement of work volume.
	Communications	Average response time to resident/business inquiries and requests	Measures the effectiveness and efficiency of communication channels and services.
		Number of Subscribers and Followers on Social Media	A proxy to indicate engagement of the community.
		Resident Satisfaction YoY* performance	Measure satisfaction of the service residents receive.
	Finance	Forecast Deviation (forecast vs. actuals)	Evaluate the accuracy of financial forecasts - an indicator of effectiveness.
		Invoice Processing Time	Measures the efficiency of the finance department.
		Debt-to-Asset Ratio (total debt in relation to total assets)	Evaluate the municipality's leverage, reflecting the municipality's financial health.
		Risk Exposure Index (exposure to interest rate and market volatility)	A measure of the municipality’s effectiveness to manage financial risk.
		Audit Compliance Rate (% of audits completed without major findings)	Measure of the quality of financial controls.

*YoY is Year over Year

Divisional Key Performance Indicators (4/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Corporate Services	Human Resources	Total Human Resources / Headcount	Measures the volume of work HR staff are managing.
		Total number of employee incidents / 100 employees	Measures the effectiveness of safety practices.
		Diversity of workforce in comparison to demographic diversity	A measure for assessing the municipality's equality.
		Employee Satisfaction Index	Measures the employee perception.
		Total Hours of Training Attended	A proxy for ensuring a capable workforce.
		Permanent Voluntary Employee Turnover Rate	A proxy for indicating staff discontent or disparity in compensation with the market.
	Information Technology	% of systems available x% of time	Goal to minimize operational downtime resulting from tech issues.
		Number of resolved tickets per headcount or FTE	Captures a normalized level of IT staff workload.
		% of tickets resolved within x time	Goal to minimize operational downtime resulting from tech issues.
		% of IT projects delivered on budget / on time	Goal to effectively use resources while delivering important projects.
		IT spend as % of total operating expense	Proxy for investment in IT/ level of innovation of the organization.

Divisional Key Performance Indicators (5/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Infrastructure Services	Building	Average time to process permits	Measures the efficiency of completing permits.
		Number of permit applications processed / FTE	Measures the total output of each staff member.
		Number of inspections / FTE	Measures workload for inspectors for enforcement functions.
	Capital Works	Engineering project spending / FTE	Measures project support activity of department.
		% of AM Investment Plan funded in Capital Budget	Measures the level of investment in infrastructure maintenance and renewal.
	Planning	Total Cost for Planning / resident	This measure reflects the total cost to provide planning services.
		% of Development Applications Meeting Timeline Commitments	This measure shows the % of development applications that are processed and meet applicable timelines for single-tier municipalities only.
		Effort (FTE) to complete an application	The efficiency of the Planning department to deliver services.

Divisional Key Performance Indicators (6/6)

Below we provide a potential list of KPIs by division the Town may wish to adopt and its rationale

Department	Division	KPI	Rationale
Infrastructure Services	Public Works	% of work orders that are reactive or unscheduled	Indicator of performance issues.
		Litres of Treated Water / 10k residents	Used to monitor the efficiency of the water treatment process.
		Total Costs for the Treatment and Distribution/Transmission of Drinking Water / Megalitres of Drinking Water Treated	This measure reflects the cost effectiveness of drinking water.
		Total Cost of Wastewater Collection/Conveyance and Treatment/Disposal / Megalitre Treated	This measure reflects the cost effectiveness of wastewater.
		Municipality-Wide Greenhouse Gas Emissions / resident	Measure the municipality's environmental impact and promotes sustainable practices.
	Transportation and Development	% of fleet availability	Measures the effectiveness of fleet operations.
		Total Cost for Paved Roads / Paved Lane Km	Efficient maintenance of paved roads.
		Total Cost for Winter Maintenance of Roadways / Lane KM Maintained	A measure of efficiency of maintain roads in the winter.
		% of Paved Lane Km Where the Condition is Rated as Good to Very Good	Measures the quality of roads.
		Average response time to repair potholes	Measures the efficiency of road maintenance services and the ability to provide safe and reliable transportation infrastructure.
		Annual number of public transport trips / resident	Measures the accessibility, affordability, and utilization of public transportation.

/ STAFFING PLAN

About Growth Projections for Orangeville

Forecasts are not determinative, rather, they are tools to inform decision-making

- Blackline created growth projections for the Town on four distinct variables of interest: overall population, households, roads and outdoor recreation space. Indoor recreation space is identified as an important variable to monitor but is not a factor in the growth projection analysis.
- Each growth projection variable has a relationship with distinct services that the Town provides to residents, businesses and other stakeholders. Example services are given in the table to the right.
- Growth in management positions includes those with supervisory responsibilities, such as directors, managers and supervisors.
- conditions and past trends, but the future of Orangeville will be determined by the choices and decisions made by individuals, households and governments reacting to social, environmental, economic, and political factors.

Variable	Change by 2028	Examples of Services Affected*
Population 	↑4.5%	▸ Customer service ▸ Parking and bylaw enforcement ▸ Community engagement ▸ Recreation programming
Households 	↑4.5%	▸ Tax and utilities ▸ Water and wastewater ▸ Fire services ▸ Building and planning
Roads 	↑3.6%	▸ Snow clearing ▸ Road maintenance ▸ Design and construction ▸ Traffic operations ▸ Procurement
Outdoor Recreation Space 	↑2.7%	▸ Outdoor space / facility maintenance ▸ Trail planning, operations and maintenance
Indoor Recreation Space 	↑1.7%	▸ Indoor space facility maintenance ▸ Facility booking

*Not an exhaustive list of services

Summary Across the Organization

Our approach to forecasting growth looks at the effect of automation

- In the automation scenario, we reduce the pace of hiring additional staff for roles that have known opportunities for additional modernization. We make this reduction because technology solutions will ease the workload. Conversely, the scenario without automation does not incorporate this scaling factor.

A gap exists between available and required resources

- The model assumes the Town begins adequately staffed and any forecasted growth is due to an increase in the work drivers.
- For this assumption to hold true, positions necessitating immediate resources are added in 2024 and growth is forecasted from there.

Our forecast model predicts Orangeville will need to add 12 to 16 positions by 2028

- Growth among staff positions is more apparent than in management.
- The largest factor driving growth is additional staff needed to address current gaps – see the following three pages.



Note: Management includes positions with supervisory responsibilities, such as directors, managers and supervisors.
The forecast shows the number of positions. FTEs are converted to positions by rounding up when the decimal is over 0.2.

See Appendix B for details on the model assumptions.
See Appendix C for a breakdown by department.

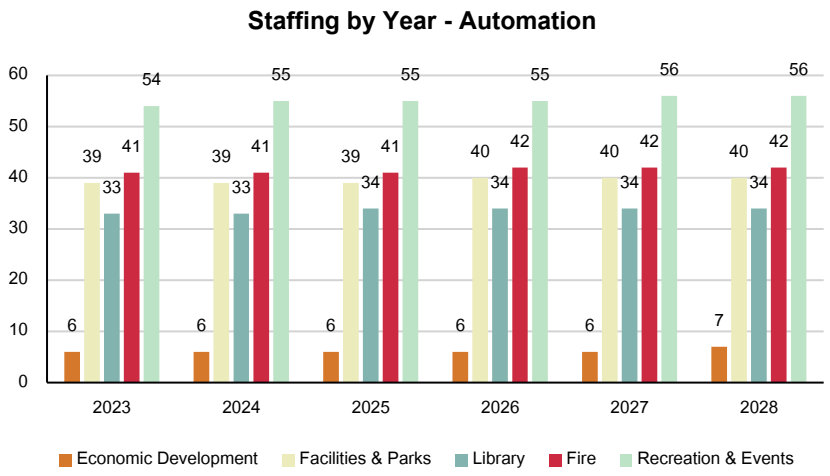
Community Services Growth Forecast

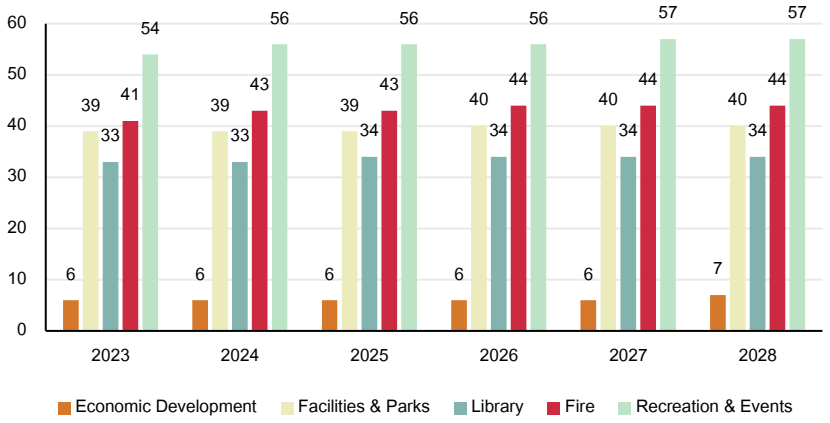
Community services will see moderate growth over the next five years

- Our model considers two scenarios, one with the Town continuing to modernize and adopt technology (graph to the upper right) and a second without it (bottom right). Growth in work drivers applies to both scenarios.
- Without automation, our model predicts Community Services will likely require an additional three positions in 2024 to address existing staffing gaps for Community Services. These roles include a Facility Booking Administrator, Fire Training Officer and Deputy Fire Chief of Administration and Support Services.
- The automation scenario suggests a slower increase in headcount – a difference of three fewer positions by 2028. The variation is seen in Recreation and Events and Fire.
- The majority of services in this division are discretionary (with the exception of Fire). This means staff increases are highly dependent on resident expectations for recreation, events and facilities.

Community services will need to address certain gaps

- Our model predicts an additional two staff for Facilities and Parks and one additional resource in Fire.
- Additionally, there are some capabilities that the Town may wish to invest in, such as extending facility management to include a more strategic role looking at all facility assets across the Town. The Town should consider adding these responsibilities to existing roles or creating dedicated positions.





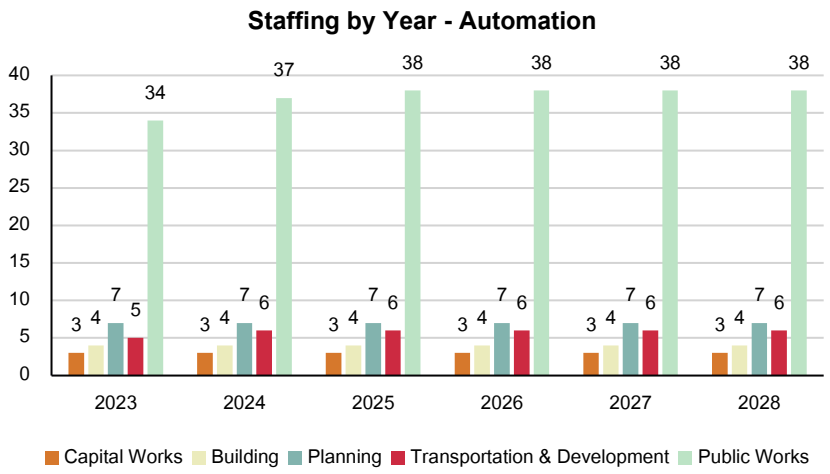
Infrastructure Services Growth Forecast

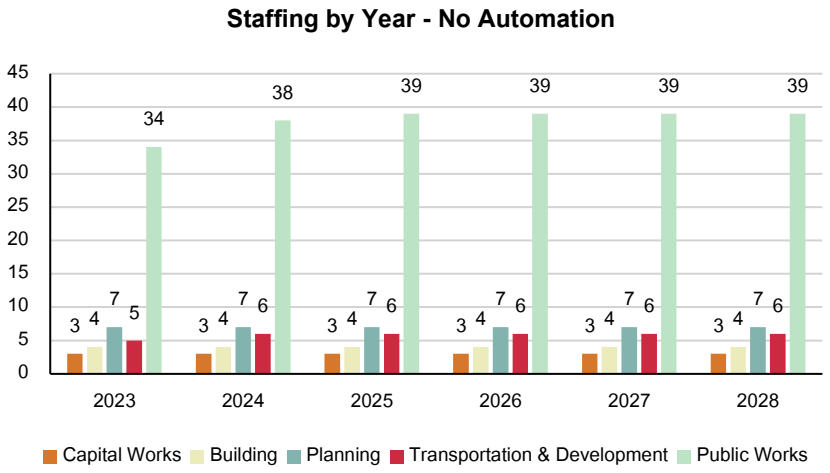
Infrastructure services will see low growth over the next five years

- Our model considers two scenarios, one with the Town continuing to modernize and adopt technology (graph to the upper right) and a second without it (bottom right). Growth in work drivers applies to both scenarios.
- The majority of services in this department are legislative. This means staff increases are dependent on the population, households and road lane-kilometer work drivers.
- Without automation, our model predicts Infrastructure Services will likely require an additional six positions. The automation scenario suggests a very similar increase in headcount – a difference of only one position by 2028 in Public Works. This is because the impact of automation will likely take several years to take effect e.g. planning and building services is in the process of implementing a new system. The benefits of automation will likely occur after that. The pace of growth is just 0.2 FTE each year meaning it does not have a significant impact in a five-year period.

Infrastructure services will need to address certain gaps

- Our model also considers areas that require immediate needs (2024). Based on our benchmarking Infrastructure services will require five additional resources in: fleet management, an engineering technician in Transportation & Development, two Water staff and one Wastewater technician.
- The Town also may also consider a dedicated resource for the maintenance and asset management of stormwater ponds and outlets.





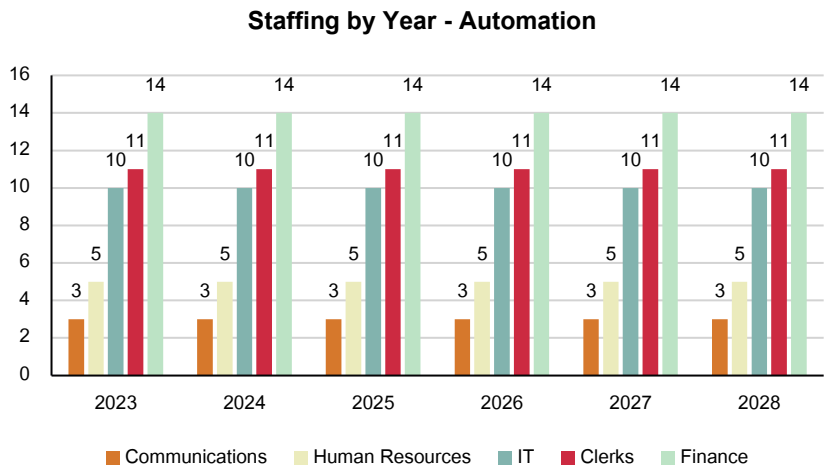
Corporate Services Growth Forecast

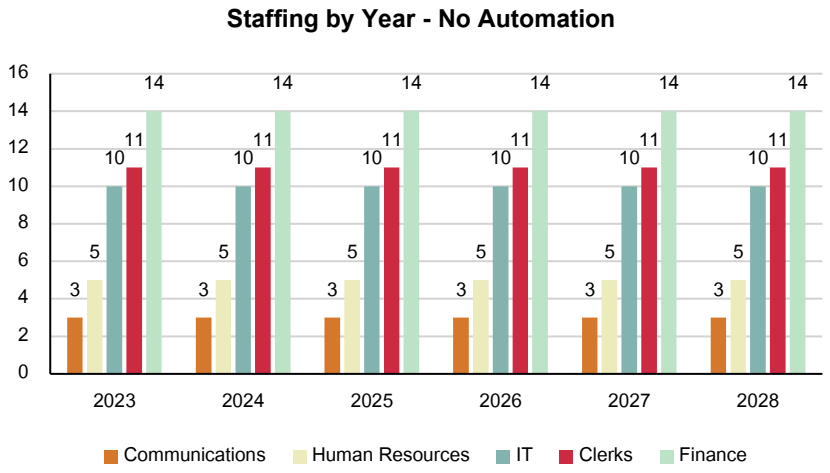
Corporate services will see limited growth over the next five years

- Our model considers two scenarios, one with the Town continuing to modernize and adopt technology (graph to the upper right) and a second without it (bottom right). Growth in work drivers applies to both scenarios.
- Corporate services has an equal mix of legislated and non-legislated services. This means staff increases are at least partially dependent on resident and in some cases staff expectations of support functions.
- Similar to Infrastructure services while there are several opportunities for automation the impact of these will likely show a greater difference in later years.

Corporate services may require additional resources

- Our benchmark analysis of corporate services suggests that the Town is operating within an acceptable range for a number of workload metrics. However, we also understand there will be a focus on modernizing and may require additional IT resources or backfilling project resources. This is also contingent on the Town's reliance on third parties e.g. system vendors for implementation services.
- Additionally, there are some capabilities that the Town may wish to invest in, such as having a role for strategic initiatives and corporate performance management. Equity, Diversity and Inclusion is also an area the Town may wish to expand in the future. The Town should consider adding these responsibilities to existing roles or creating dedicated positions.

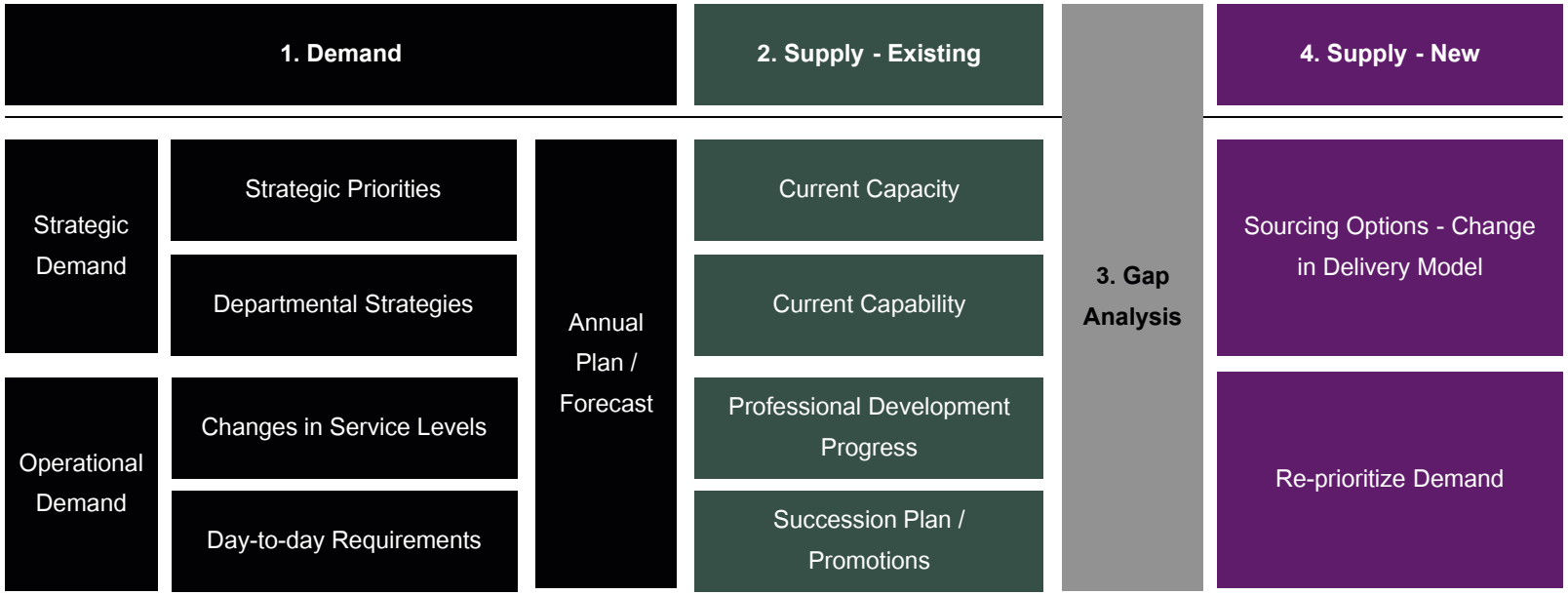




Annual Review Process (1/2)

Below we outline a process the Town may wish to consider for annually reviewing staffing requirements

- Using the theory of supply and demand, the Town can implement an approach to tries to balance the two. The approach (illustrated below) considers both demand drivers and matching them with existing supply first, then assessing any potential gaps. Following the gap analysis, the Town can develop scenarios to meet the demand or, trigger a requirement to reprioritize demand.



- The following page provides further details to this annual review process.

Annual Review Process (2/2)

Understand the Town's Demands

- The review process starts with understanding any changes in demand. There are two categories of demand, strategic and operational.
  - Strategic demand includes both short- and long-term goals. It usually comes from the Town's corporate strategy or Council priorities and the departmental strategy. Strategic demands are usually project based with a defined end date. However, while it may be mostly project based, usually projects have ongoing resources requirements.
  - Conversely, operational demands are ongoing and should consider both day-to-day activities as well as any changes in service levels. Changes in services levels may by driven by legislation or discretionary from the department.
- The demand picture starts at a divisional view and collates into department and total organizational view as part of a three-year rolling forecast. This plan outlines the number of resources and type. It should also include the workforce expense (e.g. salary, wages, benefits, etc.). Developing the three-year rolling plan should align with the annual budgeting cycle.

Assess the Town's Current Supply

- The next phase is understanding the supply that is currently available. This includes reviewing the Town's current staffing levels (by division) staff capability and their professional development progress, any promotions and / or retirements. Periodically, it should also include a compensation review to ensure Town resources are receiving equitable pay. Lastly, the current capacity should include the use of third-parties e.g. contractors or partners. Ideally this current picture of supply is available on a quarterly basis to update any changes.

Determine the Gap

- Next is the gap analysis, to compare the demand with supply and understand if there are any discrepancies. In some cases, it may mean there is more demand than resources or demand that requires a certain capability that the Town currently does not have enough.

Meet the Demand – New Supply

- The final step is to create scenarios to meet the demand requirements. This includes assessing different sourcing options e.g. internal staff, contractors, consultants, extending the use of partners, volunteers, sharing with other organizations. This step should also assess the cost benefits of each viable option and consider any short/long-term implications. Lastly, there may not be sufficient resources or funds to meet the demands. In this scenario, the Senior Leadership Team will need to re-prioritize demand. This may include changing service levels or deferring strategic demand.

Alternative Service Delivery Models (1/3)

There are several options available for organizations to select from when considering how best to deliver services

Delivery Model Option	Description
Staff	Using staff to deliver the service.
Contractor	A third party that provides a particular scope of work or fills a role. This could be a not-for-profit or for-profit organization.
Consultant	Typically, a team to deliver a particular scope of work (project) that requires certain skillsets / expertise.
Shared Services	Sharing the delivery with another organization typically another municipality.
Hybrid	A mix of the above but typically hybrid is between staffing, contractor and or shared services. Consultants are typically used to perform project work not for ongoing service delivery.

Below are some characteristics for situations when it is more suitable to use an alternative delivery to internal staff:

- **Set duration** – the scope is well defined and there is a clear understanding of the duration / completion requirements.
- **Size of work / level of effort** – the effort to complete the scope of work is less than 1x FTE (larger work may be more suitable for a consultancy or outsourcing – out tasking to a 3rd party rather than a contractor).
- **Execution role** – extra "arms and legs" to get a job done (low complexity).
- **Niche expertise** – requires depth of knowledge in a particular niche area (this can also be valid for consultants).
- **Non-customer facing role** – ideally, they are not customer facing roles.
- **Non-management or decision-making role** – ideally contractors are not in a position to act as management unless in the unique case of filling a temporary position e.g. Acting / Interim.

Alternative Service Delivery Models (2/3)

We scored services based on six criteria to assess suitability for shared service

- The criteria, listed to the right, is a set of service characteristics that make it easier or more beneficial to share a service. A service gets one point for every criteria (each criteria also has the same weight).

Some candidates for shared service exist, however it is likely that in most cases the Town would be the provider of the shared services rather than the recipient

- Based on our experience, recent municipal analysis (See Appendix D) and applying the above scoring, there are some candidate services the Town may wish to explore:

Service	Shared Arrangement
IT - Network, Security Services)	Sharing with the County to add scale and IT staff resiliency (reduce potential key person dependencies).
GIS	Sharing with the County to add scale.
Fire – Training	Sharing with neighbouring municipalities to ensure consistent practices and reduce cost.
Procurement (Collaborating)	Opportunistic with neighboring municipalities on key acquisitions – either accessing expertise or economies of scale to improve purchasing power.
Community Development	Enhance coordination and capacity with neighboring municipalities.
Legal Services	Purchasing power for niche legal services or sharing legal staff resources.

Criteria	Explanation
Discretionary Services	There are fewer legislated constraints on these services. The Town can be flexible in how it delivers these services.
Requires Less than one Full-Time Equivalent (FTE)	If delivering a service requires less than one FTE, there is benefit from organizing a greater amount of work across multiple organizations and avoiding staff switching from delivering different types of services.
Does Not Require Local Delivery	Local service delivery (in-person) creates geographical constraints on sharing services across a broad area.
Economies of Scale – Capability	Service delivery benefits from specialization. The work performed by Building Services is an example of this.
Economies of Scale – Capacity	Service delivery benefits from aggregating resources. This tends to apply to services with high capital costs.
Shareable at sub-service level	The nature of a service may make it challenging to deliver in a shared model (e.g., it would confuse residents if municipal communications for the Town came from another municipality).

See Appendix D for Peer Analysis on Shared Services

Alternative Service Delivery Models (3/3)

When developing and managing shared services, agreements should be in place to ensure clarity of expectations on all parties

- Too often we find that shared service agreements lack specificity and relay heavily on the relationship of those that brokered the arrangement. To mitigate this and other risks Blackline suggest at a minimum the terms between the parties include:

Criteria	Description / Example
Services Definition	Clarity of the service description (activities and responsibilities). In some cases (depending on the complexity) it may refer to operational documents that have greater detail. Scope should have clear linkage to volumes and pricing
Service Levels (SLs)	Measures are in place and align to the service definitions. Clearly define SLs and their calculation, use examples to illustrate and avoid ambiguity. Include a mechanism for making variations to Service levels.
Pricing	Pricing transparency is fundamental to all parties. Ideally the pricing unit aligns with the service definition and service levels as those typically drive costs. Determining the pricing model is also important – fixed cost, variable or hybrid. Variable is best when there is a strong linkage between the services and volume e.g. transactional type services. There also needs to be consideration for price adjustments for CPI or other factors over the term of the contact.
Volume	Similar to the above, volume (where possible – especially for variable pricing) should align to the service and pricing units. The contract should also include triggers to renegotiate price based on volume fluctuations.
Service Credit	The consequences of missing a service levels.
Term	Duration of the agreement and terms for renewal. The duration may vary. A key driver for the term is any kind of capital or infrastructure that needs to be put in place. Contracts that focus more on services can have a shorter term with clauses for renegotiations.
Termination	Conditions to terminate the agreement.
Governance	Roles and responsibilities to govern the contract, changes, operations and oversight.

/ APPENDICES

Additional Opportunities (1/11)

The additional opportunities described in the following pages may require further investigation and validation. The are a result of our opportunity analysis described in the executive summary.

#	Problem Statement	Opportunity	Category	Status
1	Taxation processes involve printing off PDFs, processing them and digitizing the documents. Manual processes are inefficient and error prone.	Automate taxation processes to eliminate printing documents.	Technology	●
2	History of staffing changes during system implementation has led to solutions that are not optimally set up for users.	Implement a process that formally documents system requirements for purchasing new systems.	Technology	●
3	Orangeville is increasingly culturally diverse. Diversity will influence the delivery of programs and the languages used to communicate content.	Explore opportunity to provide services in other languages, such as through an interpreter service.	Communication	●
4	The Town does not have a standardized approach for using social media. Different divisions have their own accounts.	Establish a standardized approach to social media posts to ensure consistent messaging and engagement with the community.	Communication	●
5	Supervisors use Google Docs because part time staff do not have access to SharePoint (no @orangeville.ca account). This has proved challenging in practice.	Use a tool to better communicate to part time staff, such as a mobile application. For example, MS Teams or Shifts.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (2/11)

#	Problem Statement	Opportunity	Category	Status
6	Dayforce requires manual adjustment of time entries as the system doesn't record total time correctly when staff "clock-in". This results in a total of two hours a day of Dayforce work for administrators and supervisors. Additionally, Payroll Administrators perform manual workarounds such data validation.	Create an internal project to review and improve Dayforce functionality to accurately record time. Some of this work is already underway.	Technology	●
7	Managers noted a lack in communications training for them as leaders.	HR should develop a training program for managers that teaches them leadership and communications principles.	Training	●
8	Supervisors noted a need for better communication regarding staff departures and the current available resources for their replacement.	Establish a transparent communication protocol for staff departures and resource availability.	Communication	●
9	Customer service representatives are not always aware of items such as special events or recreation bookings. This creates a disjointed experience for customers who call in with questions.	Establish a process to notify customer service staff of upcoming Town events. This could be a shared Outlook calendar for example.	Communication	●
10	The process to check out library materials is manual and there is no self-service function.	Invest in a new collection management system which includes a self-service function for customers.	Technology	●
11	Some functions follow individuals as they transition to other roles within the Town, such as providing comments on traffic and capacity. These functions would traditionally sit with other divisions or roles.	Transition work to the correct divisions and roles. Ensure the individual that receives the work has adequate training for the task. The transition may take time and require active involvement from the original owner of the work at first.	Workload Management	●

● - In Progress ● - Under Consideration

Additional Opportunities (3/11)

#	Problem Statement	Opportunity	Category	Status
12	The responsibility for crossing guards falls to the Library, which is a legacy reporting structure. This leads to a large span of control for the Library CEO.	Review the Town's current reporting structure and try to move crossing guards under a supervisor in a lower layer of the organization.	Organization Structure	●
13	Staff using Bids & Tenders struggle with the platform at times due to limited support and resources.	Provide comprehensive training / resources for staff using Bids & Tenders.	Training	●
14	The Town is running an unsupported version of Great Plains which can pose security and functionality risks.	Transition to a newer accounting software.	Technology	●
15	Finance calculates development charges. This takes a lot of time because Finance staff do not know how to read technical plans.	Provide training to Finance staff on reading technical plans to improve their speed and ability to calculate development charges OR shift the responsibility to another division.	Training	●
16	Limitations for storing equipment requires Public Works and Parks to leave equipment outside, exposed to weather. This can degrade equipment or reduce their useful life.	Acquire more storage space for Public Works and Parks operations.	Equipment	●
17	Older systems are not working on all iPads, specifically Collectors and Field Map and this hinders fieldwork. This is due to an integration issue between Town iPads and staff personal devices which they use to connect to the internet.	Upgrade to field devices with mobile data for internet access so staff do not need to connect via personal devices.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (4/11)

#	Problem Statement	Opportunity	Category	Status
18	The Town uses the GeoTab platform, which offers a wide range of capabilities, yet it remains significantly underutilized. This includes the potential to provide public access to vehicle tracking data, real-time monitoring of task progress and features for conducting vehicle inspections.	Implement GeoTab features such as public access to vehicle tracking data and real-time monitoring of tasks.	Technology	●
19	There is a lack of succession planning for senior roles in the organization. The absence of a succession plan creates uncertainty regarding how staff retirements will be handled.	Develop succession plans for staff in management roles.	Process	●
20	HR is finding it challenging to fill positions quickly. It currently takes about 3 months to a fill a vacation position. This has caused internal dissatisfaction and complaints about the prolonged recruitment process.	Identify specific recruitment challenges and potentially allocate more resources to expedite the hiring process and reduce workload pressures.	Workload Management	●
21	Demand for facility bookings is increasing and requires staff to complete the request. Resulting in poor response times and delays for customers.	Improve self service functionality for facility bookings. This should include the ability for customers to see availabilities and make payments online.	Organization Structure	●
22	There is currently a delay of 2-3 months in seeing financial actuals in Great Plains. To perform decision-making and financial analysis, staff utilize information in Xplr Recreation which may be incomplete.	Implement an API link between Xplr Recreation and the Town's financial system for real-time financial data and automated reconciliation.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (5/11)

#	Problem Statement	Opportunity	Category	Status
23	Staff are not aware of the strategic priorities in other areas.	Establish cross divisional and inter-divisional communication channels such as formal periodic meetings.	Communication	●
24	Multiple divisions are independently updating and creating website content which has led to a lack of cohesion / overall worse website quality.	Implement a centralized web management strategy and conduct a thorough website content overhaul.	Communication	●
25	Sometimes there are several ads running on radio stations, and at other times there are none. This is a symptom of not having an overarching communications strategy that is sufficiently specific.	Implement a strategic and consistent ad scheduling plan to take advantage of bulk ad purchasing and optimize advertising campaigns. This should be one component of a broader communications strategy.	Communication	●
26	Currently, there are nine Canva (a graphic design software) memberships, with each team paying non-bulk pricing.	Consolidate Canva memberships to a team membership to save money.	Technology	●
27	Some staff join meetings with an internal goal of providing meeting minutes within two weeks, such as QMS meetings. However, due to workload, the actual delivery often extends to months.	Implement a streamlined process for capturing, preparing, and disseminating meeting minutes promptly after meetings to bridge communication gaps and facilitate timely decision-making.	Communication	●
28	The Town is using a custom marriage system, however there is currently no one capable of making modifications. Staff require certain changes and are having to perform a manual work-around.	Implement a standard tool for issuing marriage licenses.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (6/11)

#	Problem Statement	Opportunity	Category	Status
29	Recreation customer service representatives use Xplr Recreation for billing, but those who need to access invoices cannot do so because they cannot log into the primary account.	Resolve login and access issues to ensure that authorized individuals can access and manage invoices in Xplr Recreation.	Technology	●
30	Parking Administrators file physical tickets, enter data manually into ticket processor and again enter data manually into Great Plains. Physical tickets are labelled 0-15 to indicate the type of ticket. These numbers are not indexed the same in Great Plains.	Increase efficiency in parking ticket processing through a single, centralized and digital platform.	Technology	●
31	There is a disconnect in communication between recreation programming and facility operators, leading to issues such as operators scheduling 75-minute games within one-hour slots and hockey leagues not having staggered game start times.	Establish better training and communication between recreation programming and facility operators to ensure accurate scheduling and efficient use of facility resources.	Training	●
32	Facility Operators receive their shift schedule the night before. This has led to issues during events like tournaments and Canada Day when planning is required further in advance.	Implement a scheduling system that allows operators to receive schedules well in advance of major events.	Process	●
33	The Town does not currently have a proactive watermain replacement program and instead replaces watermains when the road is being replaced.	Establish a proactive watermain replacement program to enhance the management and maintenance of the water distribution system in the Town.	Process	●

● - In Progress ● - Under Consideration

Additional Opportunities (7/11)

#	Problem Statement	Opportunity	Category	Status
34	Capital Works believes that dedicated Project Managers are required for various critical areas. This is supported by the list of current and upcoming projects (e.g., projects related to storm water management, roads).	Complete a cost-benefit analysis regarding hiring dedicated project managers on contractor or fulltime basis for upcoming capital works projects.	Organization Structure	●
35	Automation is not being used to connect requests to Clerks with internal software.	Implement automation that directly connects requests to Clerks with internal software, such as eScribe, based on the currently used online forms.	Technology	●
36	Library and Aquatics staff do not have laptops available for programming.	Purchase laptops to facilitate programming and assist with front desk matters.	Technology	●
37	The Library currently uses a cash register for all transactions.	Provide a POS system for the Library to conduct transactions and connect the information to internal systems for tracking and reporting.	Technology	●
38	Public Works employees are not told in advance about jobs that need to be completed. This leaves them with little time to prepare for the work and can lead to increased timelines and inefficiencies.	Implement a scheduling and planning process to proactively notify Public Works staff of upcoming tasks and streamline their work processes.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (8/11)

#	Problem Statement	Opportunity	Category	Status
39	Recreation and Events currently does not have a process in place for change management. This leads to confusion with staff members regarding whether changes are to be implemented or if they are simply conceptual.	Establish a clear and structured change management process, ensuring implementation of changes and consistent service delivery within the division.	Process	●
40	There is currently a shortage of full-time day staff. Due to this, part time staff members are filling the time slots and reaching their hours capacity quickly. This is causing a higher turnover and inability to provide services.	Consider the addition of full-time day staff to Recreation and Events.	Workload Management	●
41	There is no defined set of training that occurs at each level within the Corporate Services department.	Create a trackable and time-bound training program for various roles within departments.	Training	●
42	The Library has a limited programming offering to the community. This is due to staff capacity and unfilled functions within the division. Community surveys indicate significant support for the Library to expand service offerings.	Consider the addition of a full-time resource to support community outreach and programming.	Workload Management	●
43	The Town relies on one mechanic for the entire vehicle fleet. This person also brings home a vehicle for emergencies and is on-call 24/7.	Hire support for the mechanic to alleviate solo work and single person dependency.	Organization Structure	●
44	There is a significant number of paper-based processes within Water and Wastewater.	Automate processes and develop digital means for storing and using operations data.	Technology	●

● - In Progress ● - Under Consideration

Additional Opportunities (9/11)

#	Problem Statement	Opportunity	Category	Status
45	Some positions with the same title are reporting to different layers (e.g. Infrastructure Technician) and similar functions have an imbalance of reports (e.g. Supervisor of Water Works with 12 reports compared to the Supervisor of Wastewater with four reports).	Standardize hierarchical arrangements and span of control for analogous functions where appropriate.	Organization Structure	●
46	The Town has detailed job descriptions; however, there is a misalignment between these descriptions and the actual roles and responsibilities carried out by individuals.	Define and align job descriptions with the actual duties and responsibilities of each role.	Organization Structure	●
47	There is a significant difficulty with the Accounts Receivable (AR) information flow from various divisions to the Finance department. This has impacted timeliness and accuracy.	Revise the AR process to ensure Finance receives information from other divisions accurately and on-time.	Process	●
48	Roads patrol deficiencies are noted on paper and handed to the lead hand, who then inputs the deficiency and creates a work order in Excel.	Implement a digital system for tracking and managing patrol deficiencies to reduce the risk of errors and improve efficiency.	Technology	●
49	The current phone system used by the Town is not integrated with the customer service software. This requires CS staff to manually track information from calls.	Integrate the phone system with the Town's customer service software to enable better tracking and management of customer interactions.	Technology	●
50	If customer service staff transfer an inquiry to another division and the administrator in that division is not available, the customer is bounced back.	Implement an improved customer service process that includes soft transfers when administrators are unavailable.	Process	●

● - In Progress ● - Under Consideration

Additional Opportunities (10/11)

#	Problem Statement	Opportunity	Category	Status
51	There is no structured process in place to manage work requests submitted to Communications.	Implement a work order process for managing work requests submitted to Communications.	Process	●
52	There is a gap between demand for communication services and supply that the division can deliver. As a result, divisions are bypassing Communications and creating their graphics using non-graphic design tools.	Provide additional support either through a full-time Communications role or through a consultant.	Workload Management	●
53	The Town does not have a consistent style guide and standardized voice across its communications and documentation.	Implement a formal style guide to ensure consistency in all communications and documentation.	Communication	●
54	The Town doesn't always consult the appropriate staff for division specific communication efforts. For example, Water will not be consulted for communication to the public regarding water maintenance work.	Involve the appropriate divisional staff in public communications about their operations.	Communication	●
55	Wastewater inspection activities are currently being performed by Roads staff, despite them not having the necessary licenses to legally conduct these inspections.	Shift wastewater inspection activities from Roads staff to qualified Wastewater personnel. This way the Town can ensure compliance with regulatory requirements and legal standards.	Training	●
56	The Town faces challenges in recruiting new facilities operators due to stringent certification requirements.	Help new hires obtain these mandatory certifications as part of the onboarding process (e.g., through reimbursement).	Training	●

● - In Progress ● - Under Consideration

Additional Opportunities (11/11)

#	Problem Statement	Opportunity	Category	Status
57	The Town is acquiring a new building / permitting system. Staff highlighted first and foremost the need for system availability in the field.	Ensure building inspectors can access the new building / permitting system while in the field.	Technology	●
58	Building inspectors have to cross Town from their office to get work vehicles from the Public Works depot. With traffic, this is a productivity loss.	Designate a parking spot for building inspectors at Townhall.	Equipment	●
59	The Town's website does not have self-service options for customers.	Enhance the Town's website and forms to include more self-service options, such as registering as a Delegate to Council.	Technology	●
60	IT staff currently do not have sufficient training in project management. This has resulted in challenges with stakeholder engagement, unstructured IT project intake and fragmented project planning.	Provide Town staff training on project management to ensure corporate projects are successful.	Training	●
61	The Town currently relies on external contractors for specific IT services, particularly network services. This approach offers limited control over service delivery.	Internalize certain IT services (network services) and improve contract oversight.	Contracted Services	●
62	The Town has IT staff with specialized knowledge and skills, creating key person dependencies.	Cross train IT staff where appropriate to reduce key person dependencies.	Training	●

● - In Progress ● - Under Consideration

Appendix B

Model – Approach and Key Assumptions

The workforce prediction model is based on several factors

- Blackline created two scenarios to look at expected future workforce needs. The first scenario represents the current state, while the second scenario demonstrates the potential impact of automation on various municipal services.
- We have forecasted future workforce needs based on projected population, households, road kilometers and outdoor recreation space.
- We then used these predictions to model the workforce requirements for each service and rolled them up to the departmental and overall municipal level.
- The forecast shows the number of positions. FTEs are converted to positions by rounding up when the decimal is over 0.2. In most cases, the number of positions will be congruent with the headcount in 2023, but there may be differences where the FTE goes above 0.2 for a specific role.

Assumptions
► Each municipal service is assigned one of four primary work drivers to determine its overall workforce needs. While other work drivers exist, there are four primary drivers: population, households, road kilometres, and square metres of outdoor recreation space. ► Demographic population projections are calculated using the average growth rate for Orangeville between 2005 and 2022. This rate is approximately 0.6% per year. ► Road kilometres and outdoor recreation space per person is based on the per-capita incremental increase across Ontario over the past five years. ► The model does not account for significant changes in legislation. ► The model assumes current service levels are maintained.
► The model assumes current service delivery models remain the same. ► 2023 is the baseline. Staff required to meet capacity are assumed to be added in 2024. The specific staffing needs vary depending on the scenario considered. The scenario without automation necessitates a higher number of staff compared to the scenario that incorporates automation. ► There have been some changes in staff during the engagement, such as the inclusion of two supervisors in IT. These were not included in the 2023 baseline.
► Each service has been assigned a score indicating its potential for automation (low, medium, or high). The current level of automation for each service has also been identified. A discount factor is applied to the forecasted workforce needs of each service based on its potential for automation. ► The discount factor determines the impact of implementing automation on workforce requirements.
► The municipal workforce is divided into two levels: management and staff, based on the provided data. Future workforce increases were calculated on the assumption that the ratio of management to staff will remain constant at the division.
► Predicted workforce needs in full-time equivalents (FTEs) are converted to positions by rounding up as the decimal is over 0.2.

Appendix C

Full Break down of Positions By Division (1/2)

The below table illustrates the changes by number of positions

Please note that management includes positions with supervisory responsibilities, such as directors, managers and supervisors.

Total Future Positions				Without Automation					Automation				
Division	**Level**	**Ratio**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2024**	**2025**	**2026**	**2027**	**2028**
Overall	Management	12%	32	36	36	36	36	36	33	33	33	33	33
	Staff	88%	236	241	243	244	246	248	240	242	243	245	247
Building	Management	27%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	73%	**3**	3	3	3	3	3	3	3	3	3	3
Capital Works	Management	33%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	67%	**2**	2	2	2	2	2	2	2	2	2	2
Clerks	Management	19%	**2**	2	2	2	2	2	2	2	2	2	2
	Staff	81%	**9**	9	9	9	9	9	9	9	9	9	9
Communications	Management	33%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	67%	**2**	2	2	2	2	2	2	2	2	2	2
Economic Development	Management	17%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	83%	**5**	5	5	5	5	6	5	5	5	5	6
Facilities & Parks	Management	8%	**3**	3	3	3	3	3	3	3	3	3	3
	Staff	92%	**36**	36	36	37	37	37	36	36	37	37	37
Finance	Management	23%	**3**	3	3	3	3	3	3	3	3	3	3
	Staff	77%	**10**	10	11	11	11	11	10	11	11	11	11
Fire	Management	8%	**3**	5	5	5	5	5	3	3	3	3	3
	Staff	93%	**38**	38	38	38	39	39	38	38	38	39	39
Human Resources	Management	40%	**2**	2	2	2	2	2	2	2	2	2	2
	Staff	60%	**3**	3	3	3	3	3	3	3	3	3	3

Appendix C

Full Break down of Positions By Division (2/2)

The below table illustrates the changes by number of positions

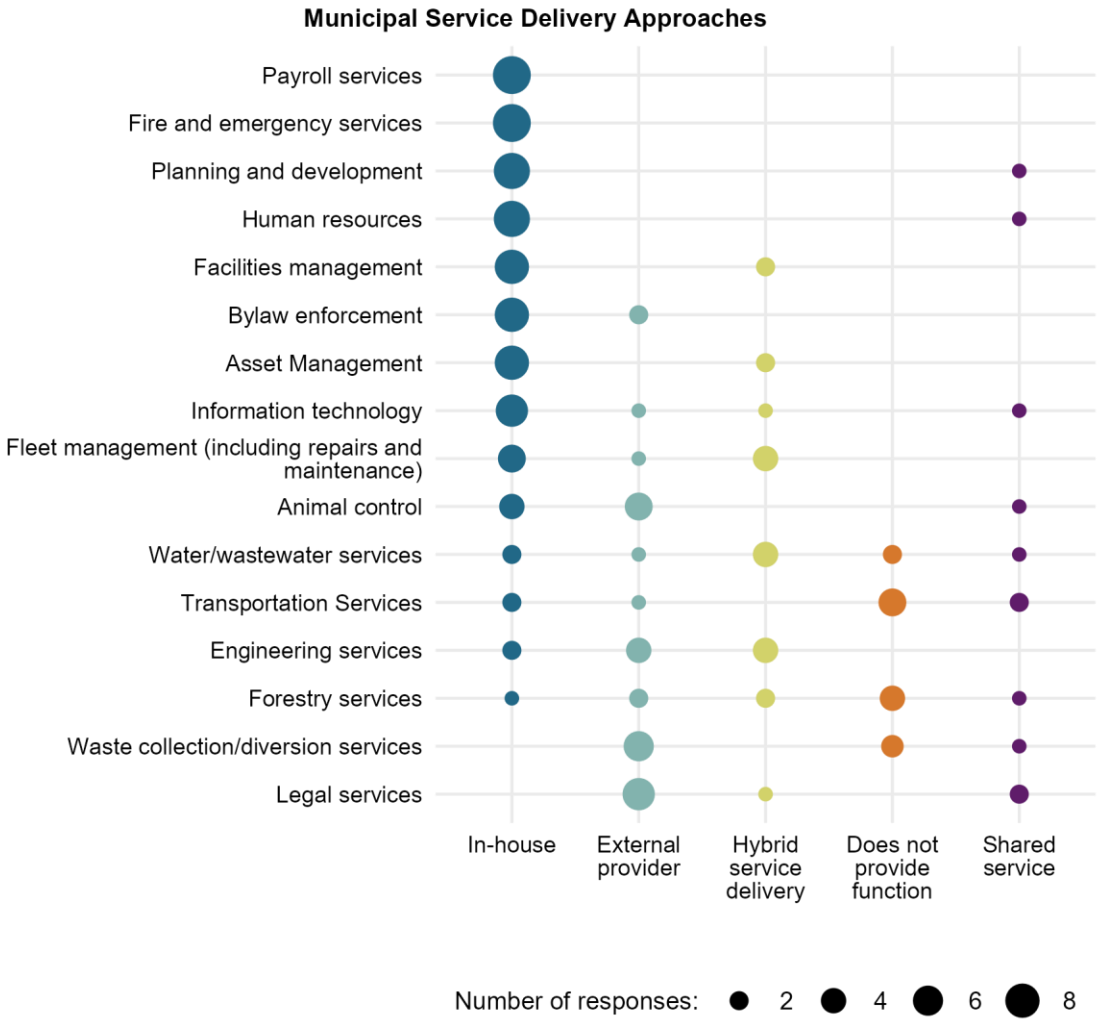
Please note that management includes positions with supervisory responsibilities, such as directors, managers and supervisors.

Total Future Positions				Without Automation					Automation				
Division	**Level**	**Ratio**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2024**	**2025**	**2026**	**2027**	**2028**
Overall	Management	12%	32	36	36	36	36	36	33	33	33	33	33
	Staff	88%	236	241	243	244	246	248	240	242	243	245	247
IT	Management	10%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	90%	**9**	9	9	9	9	9	9	9	9	9	9
Library	Management	13%	**4**	4	4	4	4	4	4	4	4	4	4
	Staff	88%	**29**	29	29	29	29	30	29	29	29	29	30
Planning	Management	17%	**1**	1	1	1	1	1	1	1	1	1	1
	Staff	83%	**6**	6	6	6	6	6	6	6	6	6	6
Public Works	Management	12%	**4**	6	6	6	6	6	5	5	5	5	5
	Staff	88%	**30**	32	33	33	33	33	32	33	33	33	33
Recreation & Events	Management	7%	**4**	4	4	4	4	4	4	4	4	4	4
	Staff	93%	**50**	52	52	52	53	53	51	51	51	52	52
Transportation &	Management	22%	**1**	1	1	1	1	1	1	1	1	1	1
Development	Staff	78%	**4**	5	5	5	5	5	5	5	5	5	5

Alternate Delivery Models – Peer Analysis

In a recent peer review of 14 other municipalities in Ontario most provide legal, waste, forestry and engineering services through alternative service delivery models

- Conversely, payroll, fire and emergency services, planning and development, human resources, facilities management and bylaw enforcement are mostly delivered in-house.
- Some municipalities identified using external service providers for more technical projects because of the expertise they can provide. One noted that it was becoming challenging to find skilled tradespeople to respond to their RFPs.
- Municipalities that implemented shared service models identified cost savings, skilled staff, infrastructure and small size as reasons for adoption.
- However, a consequence of shared service is that it still requires oversight and involvement, including governance and evaluation of service delivery.



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Orangeville
Historic Charm Dynamic Future

2024

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01 Community Profile



Where we live

More than 31,000 people call Orangeville home, with the average age just under 40. The Town values its small-town charm and heritage while embracing a future that is dynamic, progressive and innovative. Statistics Canada reports 8,570 families (2021), with 51 percent of the population having post-secondary education. Orangeville is a youthful community, with a median age of 39 years, well below the provincial median age of 42 years. In 2021, 28 percent of the resident population was between the ages of 25 and 44 years, slightly higher than the provincial average.

The Strategic Plan for the community was updated in 2023. Community consultations offered local stakeholders the opportunity to share experiences, knowledge, and aspirations.As a result of the process, a series of foundational statements, strategic goals, objectives, and actions were established. At our core, the Town's budget is guided by our four (4) strategic goals: Corporate Capacity; Future-Readiness; Community Vitality; and Economic Resilience.

Over the past few years, Orangeville has experienced slow and steady growth due to our strong mix of location, community amenities, attractive and unique housing, and a state-of-the-art regional health care facility. The Town is carefully planning growth to provide and preserve a welcoming environment for residents, businesses and visitors.

The engine of Dufferin County's economic growth, Orangeville is a hub for business and industry, situating them within 30 minutes from Ontario's major 400 series highways. With access to a regional trade area of close to 100,000 people as well as a highly skilled workforce, Orangeville puts businesses and industries within easy reach of one of the world's largest consumer and industrial markets.

Businesses invest and grow in our community because of its convenient location, the lifestyle the area affords, a skilled workforce, and competitive business operating costs. We have a strong, diversified business community and our business park is home to multi-national manufacturing operations and successful small business operations. Orangeville is also a regional centre for commercial and service activity. The Town offers a variety of shopping and dining experiences from both independently-owned small businesses and nationally-recognized retailers and restaurants.

In terms of social programming, the Town offers library services at two (2) public library branches, as well as a wide range of recreational programming at Alder Recreation Centre, Tony Rose Memorial Sports Centre, and outdoor sports fields across the municipality. The Parks and Recreation Strategic Plan demonstrates a commitment to continued investment in community services. Sports opportunities abound and the Town maintains over twenty (20) kilometres of high quality hiking trails, including the perimeter trail around Island Lake. In addition over thirty (30) parks draw people into the natural environment. Fall colours appear a little earlier here, sap runs sweet in the spring, and outdoor pursuits are available throughout the year. Combine that with an active arts and culture scene and you've got an enviable place to live.

Broadway, Orangeville's award-winning main street, is an inviting destination. Beautifully maintained historic buildings house charming one-of-a-kind shops, cafes and dining establishments. The surface of the street was refreshed in 2023. From street medians that tell the story of the Town's evolution to unique public art displays that depict our stories and people, Orangeville's outdoor art gallery celebrates the Town's natural environment and its creative community.

The Town is surrounded by protected countryside as part of Ontario's Greenbelt. The Town's Official Plan identifies key areas of importance, including maintaining Orangeville's quality of life, protecting heritage, cultural and natural environments, and maintaining natural and historic character. Land use planning looks to create positive environmental, social and economic development outcomes.



Population of
+31,000

51%
of the population with post-secondary education

28%
residents between 25-44 years of age

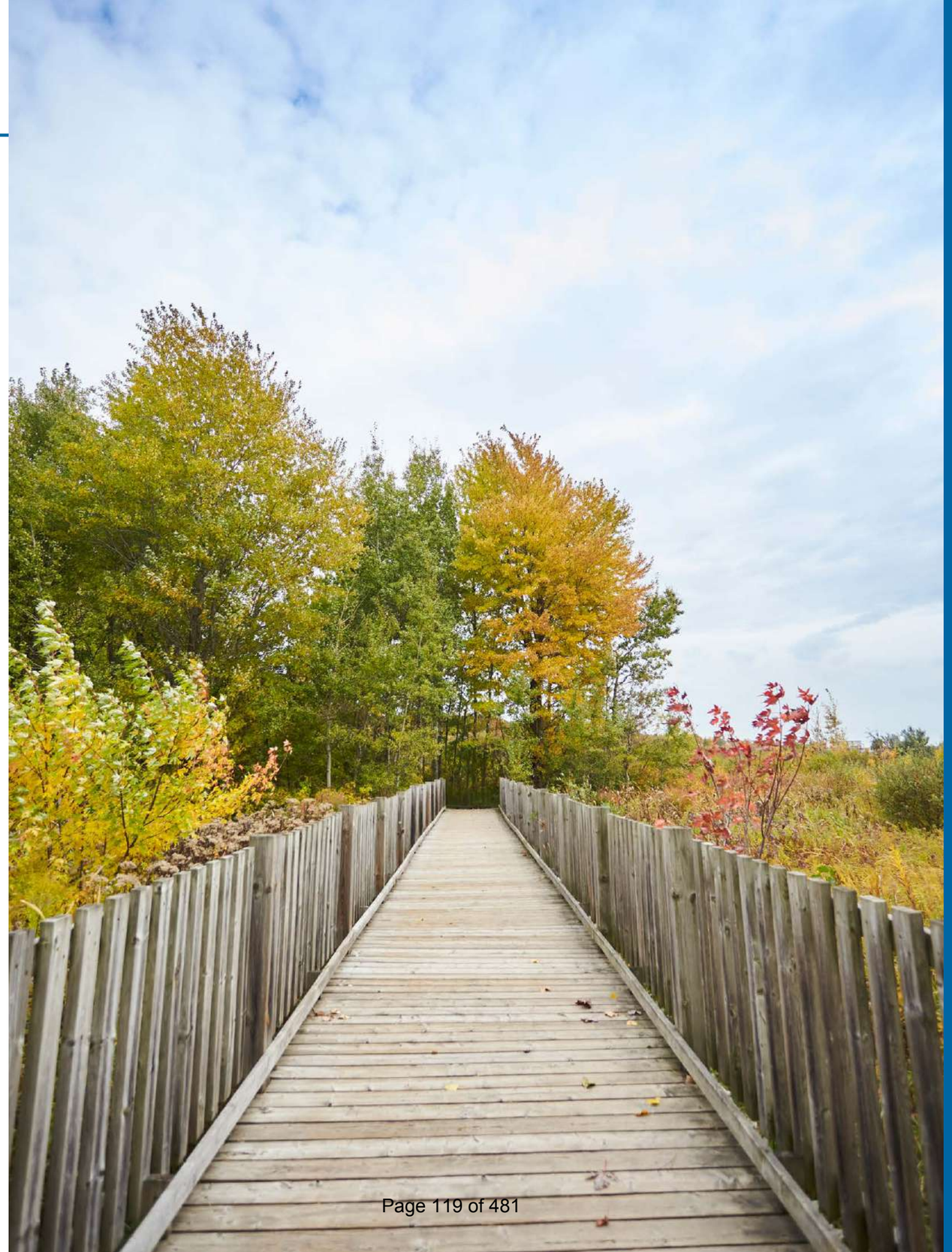
Moving forward

As the largest urban centre in Dufferin County, Orangeville's population continues to grow. Future growth is expected to be accommodated through a variety of housing types and development within existing built-up areas.

The Province's 'Place to Grow' Growth Plan projects the number of residents for the whole of Dufferin County to increase by almost 40 percent over the next 30 years, from approximately 68,000 (2021) to 95,000 residents by 2051.

The enhanced health and well-being of Orangeville's residents is at the core of our guiding principles and vision of a sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities. The Town takes a holistic approach towards building its future, integrating the environmental, economic, social, and cultural pillars of sustainability. Decisions are viewed through a lens that is commited to support the well-being, vibrancy and sustainable growth of our community by delivering fiscally responsible municipal services.

Orangeville's perfect combination of location, lifestyle and opportunity makes it a great place to live and do business. Our historic community is set in the picturesque Headwaters region, one of the most scenic areas in southern Ontario. Both residents and businesses appreciate the diverse landscape and the community's varied selection of amenities and activities.



Here to serve

Service delivery to the community and fulfillment of our strategic priorities are the responsibilty of three (3) major municipal departments (with divisions):

Community Services (Library, Fire, Facilities & Parks, Recreation & Events, and Economic Development & Culture); Corporate Services (Clerk's office including By-law Enforcement, Finance, Human Resources, Communications, and Information Technology); and Infrastructure Services (Transportation & development, Public Works including Water, Wastewater and Cemetery, Capital Works, Planning, and Building).

This service delivery model has resulted in efficiencies between service areas and enables staff to address common issues and develop shared plans for the future, while ensuring taxpayer accountability and effective citizen engagement.

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

For assistance or service, reach out to us at **519-941-0440** or **info@orangeville.ca**.

02 Welcome



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8 CAO’s Message
9 Treasurer’s Message
10 Organization Profile





Our values

Professional • Holistic • Open • Inclusive • Empowering

Message from our Mayor

Dear Resident and visitors,

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Mayor
Lisa Post

Message from our Chief Administrative Officer

On behalf of our entire Corporate Team I am pleased to present the 2023 Financial Plan and Budget. This plan is a product of collaborative ongoing conversations between Council and Administration.

The 2023 Budget focuses on maintaining the high standards expected for delivery of programs and services to the community, responding to community growth, and investing in the future to ensure connectivity throughout the Town, including infrastructure asset improvements, growth areas, and to further enhance and diversify revenue streams for long-term sustainability. These areas are addressed with specific consideration of the Town's fiscal and resource realities to ensure priority areas receive proper attention and funding.

Every community continues to feel the ripple effects from the pandemic. Throughout Ontario, municipalities are facing significant inflationary pressures and reduced provincial grant funding while municipal revenue streams are taking longer than anticipated to rebound. The Town of Orangeville is not immune to these challenges and will require bold and innovative solutions to move forward.

The 2023 Budget is guided by Council approved services and service levels, our Corporate Strategic Plan and ongoing internal analysis of data and current delivery structures.

Even with this unprecedented inflationary year and ongoing challenges, the Town will only see a net tax levy increase of 2.35 per cent, which is trending at less than half of the current inflationary rates. This is an impressive and successful measure in comparison to the current economic situation.

The 2023 Budget was guided by the data received from the new Strategic Plan which will be presented in March 2023. Both documents will provide a workplan for Council over the next four years. Notably, this budget is aligned with strategic goals that was highlighted in the Strategic Plan consultation process including:

- Corporate Capacity
- Future Readiness
- Community Vitality
- Economic Resilience

This budget reflects the true cost of delivering existing services to the community. As the community grows, we need to determine sustainable service levels that can be reasonably achieved within our tax base. A service level analysis will be undertaken as part of a larger organization review to identify the highest priority areas and the resources required to ensure our core programs and services are efficient and sustainable into the future.

Through what has been a significant amount of hard work and due diligence by the administrative team and extensive and careful review by Council, I'm very confident that we have created a robust work plan that will deliver what needs to be done during the 2023 budget year. The budget path is a difficult one to navigate and decisions can be challenging in the face of an ever changing and evolving global economy. However, we are poised and ready to deliver excellence in service to all those who live, work, and visit this wonderful community of Orangeville.



David Smith
CHIEF ADMINISTRATIVE OFFICER





Message from our Treasurer

The process of assembling a consolidated multi-year budget requires significant effort, co-ordination, and collaboration across the organization. Through effective teamwork, across departments and within the Budget/ Finance team, it gives me immense pleasure to introduce you to **Budget 2024**!

This budget was built using best practices in municipal budgeting with guiding principles and integrated long-term financial planning.

The seven (7) core guiding principles referenced by staff in building Budget 2024 included: Openness and Transparency, Public Engagement, Fiscal/Asset Management; Inflationary Pressures; Property-Tax vs. Rate Based Balance; Growth Pays for Growth; and Modernization/Efficiency.

Integrated long-term financial planning in Orangeville continues to mature and evolve with an increasingly more sophisticated ability to model our financial performance into the future allowing for efficient and effective allocation of public funding.

As this budget was being finalized in November 2023, Canadian inflation is starting to cool. Notwithstanding the decreasing inflation rate, labour shortages and global supply chain disruptions continue to cause project bottlenecks, driving delays and cost overruns. Municipalities across the province are grappling with crippling cost pressures and limited revenue generating tools, while meeting the current service levels expectations of their communities.

Although the overriding principle of building an annual budget is to execute the initiatives as identified in the Strategic Plan, there are also base everyday service obligations that the Town must continue to deliver. These base obligations come from inflationary pressures for compensation, contractual commitments, insurance, facility and fleet maintenance requirements, and debenture payments.

The Town also needs to consider its funding strategy to maintain and replace aging infrastructure assets. As infrastructure ages, funds must be committed for proper maintenance, repair, and replacement. The most reliable source of funding for maintenance and replacement of the “core services” managed by the Town is the annual transfer to capital reserves, collected through the annual levy. Continuation of these levies with inflationary considerations will ensure an optimal level is achieved in the future, as the Town strives for a sustainable capital investment level in support of a more holistic culture of asset management.

Growth is also a significant cost pressure, that if managed effectively should be recoverable from the growth revenues, resulting in minimal impact on taxes or rates. Having said that, new provincial housing legislation could jeopardize the ability for growth-related revenues from development charges and parkland fees to fund growth related infrastructure investments. The 2024 Budget includes a review of the Town’s Development Charges to ensure that growth is funding growth in a responsible manner. Staff will also need to continue providing strategic guidance to elected officials to ensure growth is undertaken with sustainability in mind.

Given the volatility of the current market conditions, it is increasingly difficult to project operating and capital costs over the long-term horizon. This underscores the criticality of a long-term financial planning framework founded on responsible debt management, reserve fund management and strategic investments. Staff will take initial steps to build a more robust long-term financial strategy in 2024. That said, the Town has a strong tax base, modest growth, reasonable reserve funds, well-maintained investment portfolios, and manageable debt servicing costs.

Budget 2024 is a responsible financial plan for the Town for the upcoming fiscal year. Through the collaborative efforts of staff and Council, this budget will enable the community to continue our collective journey towards fulfillment of Orangeville’s strategic goals.



Patrick Kelly
TREASURER

Mayor & Council



David Smith
CHIEF ADMINISTRATIVE OFFICER



Andrea Shaw
EXECUTIVE ASSISTANT



Chris Moore
ACTING CORPORATE SERVICES GENERAL MANAGER



Heather Savage
COMMUNITY SERVICES GENERAL MANAGER



Tim Kocialek
INFRASTRUCTURE SERVICES GENERAL MANAGER



Patrick Kelly
TREASURER



Darla Fraser
CEO, PUBLIC LIBRARY & CROSSING GUARDS



Brandon Ward
PLANNING MANAGER

Tracy MacDonald
ACTING TOWN CLERK

Mike Richardson
ACTING FIRE CHIEF ORANGEVILLE FIRE SERVICE

Derek Currie
CAPITAL WORKS MANAGER



Ade Adeyomoye
ACTING INFORMATION TECHNOLOGY MANAGER



Katrina Lemire
ECONOMIC DEVELOPMENT & CULTURE MANAGER



Ryan Ondusko
PUBLIC WORKS MANAGER



Jennifer Gohn
HUMAN RESOURCES MANAGER



Charles Cosgrove
PARKS & FACILITIES MANAGER



Tony Dulisse
TRANSPORTATION & DEVELOPMENT MANAGER



Jessie McGibbon
ACTING COMMUNICATIONS MANAGER



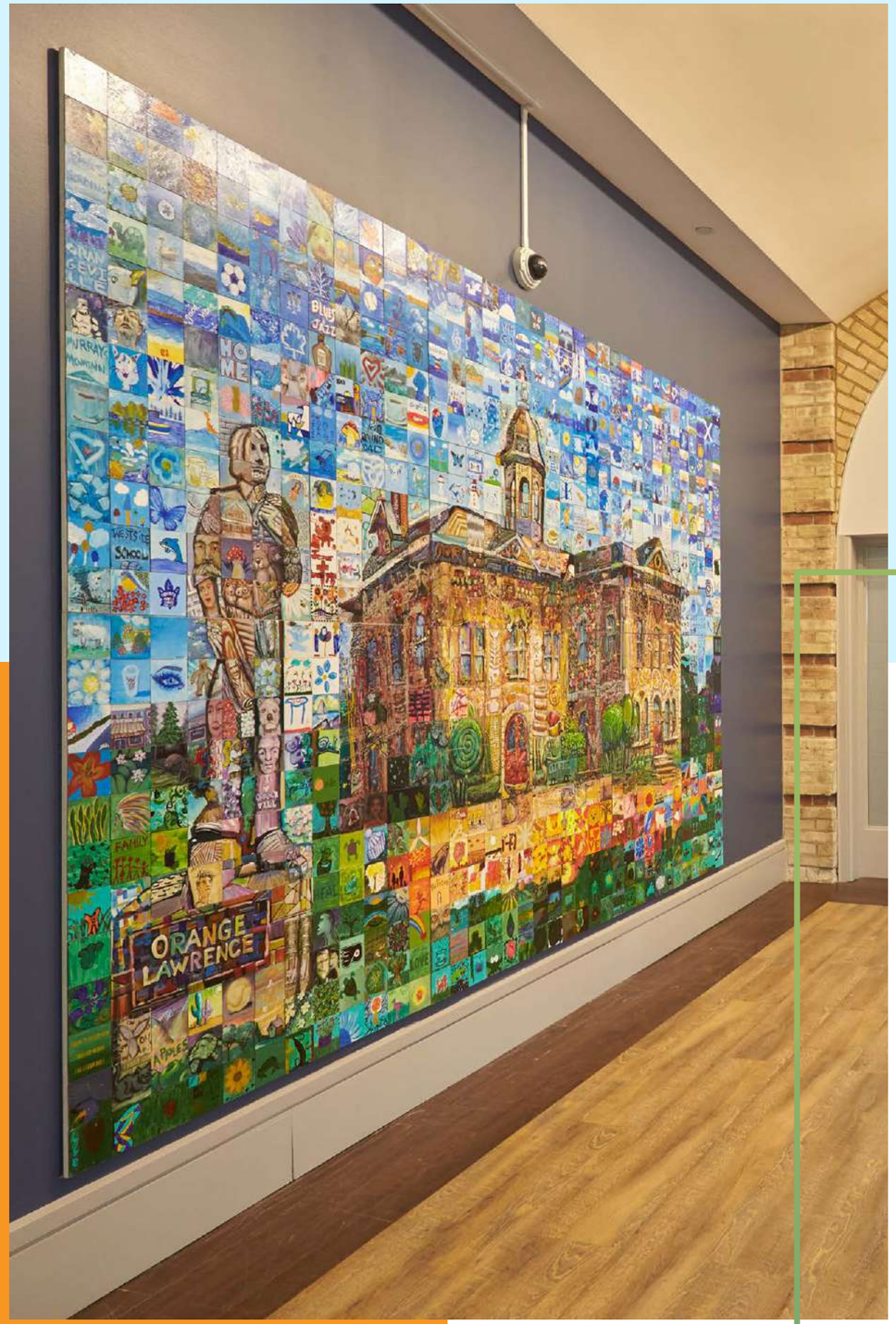
Sharon Doherty
RECREATION & EVENTS MANAGER



Bruce Ewald
CHIEF BUILDING OFFICIAL

OUR VISION

Orangeville is a sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities.



03 Budget Overview & Financial Health

IN THIS CHAPTER

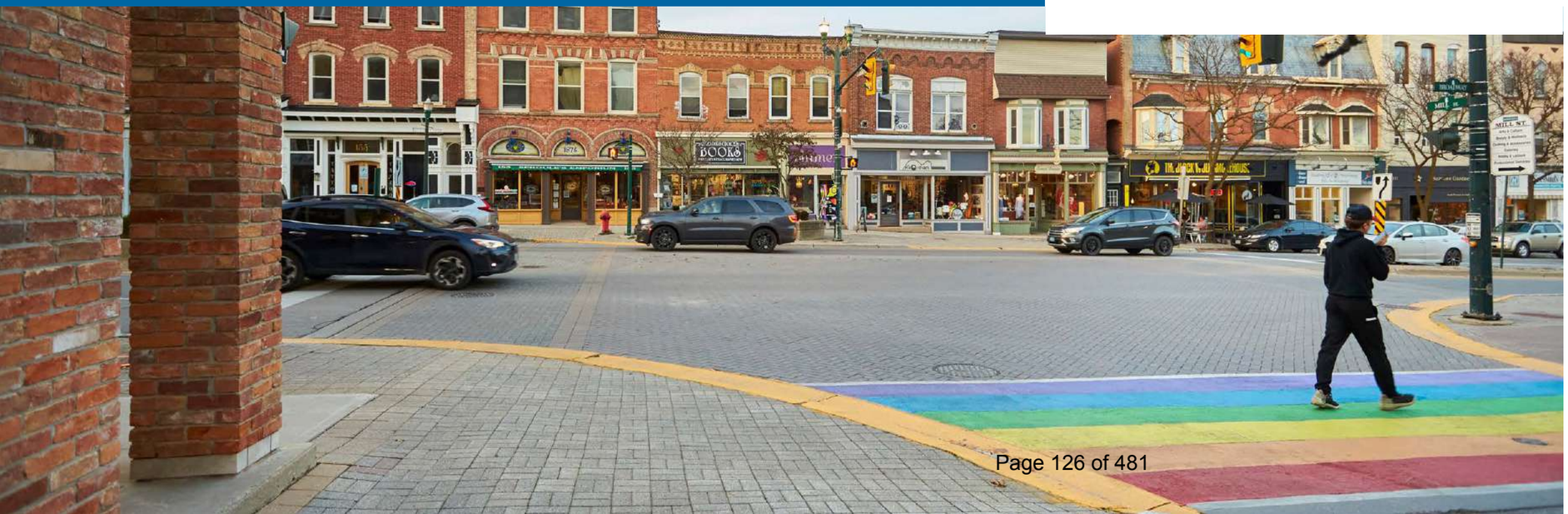
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Budget Overview & Financial Health

Welcome to Budget 2024! A budget is the blueprint that outlines how municipal funds are collected and allocated. To build a balanced budget in any year requires balancing of strategic priorities, fiscal prudence, and value for money for the taxpayers. To build a balanced budget during a period of economic instability requires resiliency.

The proposed 2024 budget maintains all existing levels of service, provides for responsible growth in service levels through staffing and non-staffing initiatives, and is designed to improve corporate capacity and future readiness. It also accounts for inflationary impacts on municipal operations amid minimal assessment growth. Once again, the province has postponed municipal property assessments originally scheduled for January 1, 2021. Property valuations will continue to be based on 2016 values, and most will have an identical assessment as they did in 2020.

Finally, the 2024 budget represents Year 1 of the new contract pricing model with the Ontario Provincial Police (OPP), which will generate annual savings of approximately $4 million. These anticipated savings have provided an opportunity for the Town to recalibrate existing funding and cost structures within the budget that were previously deployed to keep levy increases within or below inflation. This “right-sizing” of the budget will position the Town well for future operating and capital program needs.



Geo-Political Crisis

While the impacts of the global pandemic are becoming less impactful on municipal operations, numerous conflicts throughout the world continue to weigh heavily on markets and confidence. The continuing geo-political crisis is increasing risk in the economy, leading to continued increases in commodity prices, and less than optimal projections within the global economic outlook.

The municipal finance space is not immune to the economic conditions being experienced by the private sector and consumer space. Supply chain disruptions have been a major contributor driving bid prices on capital projects well above budget estimates in recent years.

Given the volatility of the market inflation, it is not possible to ascertain or pinpoint the exact nature of the medium and long term impact of inflation on the Town of Orangeville budget and economic outlook.

Legislative Matters

Various forms of legislation have been introduced at the Provincial level in recent years, with a focus on the provincial government’s stated goal of having 1.5 million homes built over the next 10 years. Their target in doing so has been focused on reducing bureaucratic costs (“red tape”) and delays in construction.

While the Province’s goal to resolve the housing crisis in the next decade is ambitious and necessary, it could potentially have long term financial consequences on municipalities. Staff clearly recognize that any exemptions to Development Charges (DCs) will reduce the Town’s capability to ensure that growth-pays-for-growth. These fees collected on new development are the primary funding source for critical infrastructure needed to service growth within the municipality. Reducing DCs and other cost recovery tools has been proven to not translate to lower housing prices or increased housing supply.

Reducing DCs does nothing to decrease the cost of growth-related infrastructure, it merely transfers the cost to existing homeowners, creating a disincentive for residents to support new housing. It is too early to gauge the final outcomes of this new legislative framework on the Town of Orangeville. Having said that, staff will continue to monitor and support Council in advocating for sustainable development funding mechanisms.

What Is A Municipal Budget?

A budget is a financial plan. It can be defined as an estimate of costs, revenues and resources over a specified period. The combination of these inputs reflects a forecast of future financial conditions, based upon a set of underlying assumptions. A budget is a tool for management and serves as a:

1. plan of action for achieving program objectives and the financial commitments to meet those objectives
2. statement of priorities
3. standard for measuring performance
4. reflects funding policies
5. device for coping with foreseeable adverse situations

Key Legislative Frameworks Governing Municipal Budget Process

MUNICIPAL ACT:

There are several provisions in the Municipal Act related to budgeting in Ontario. The Act requires an annual budget and allows for "multi-year" budgets:

- **Section 290 of the Act sets out certain budget provisions for lower tier municipalities**
- **Section 291 of the Act allows (but does not mandate) multi-year budgets of two to five years**
- **Section 293 of the Act sets out regulations for Reserves and Reserve Funds**
- **Part XIII of the Act sets criteria or Debt and Investments**

ONTARIO REGULATION:

Ontario Regulation 284/09, Budget Matters Expenses states that the municipal budget does not have to cover some "non-cash" expenses such as:

- **Amortization**
- **Post-employment benefits**
- **Solid waste landfill closure and post-closure liabilities**

Ontario Regulation 588/17 sets out the timing and legislative requirements for long-term asset management planning, including level of service frameworks and climate change adaptation.

Ontario Regulation 453/07 sets out specific financial planning requirements under the Safe Drinking Water Act (SDWA).

Ontario Regulation 588/17 sets out Timing, details, policies for long term asset management planning including climate change adaption.



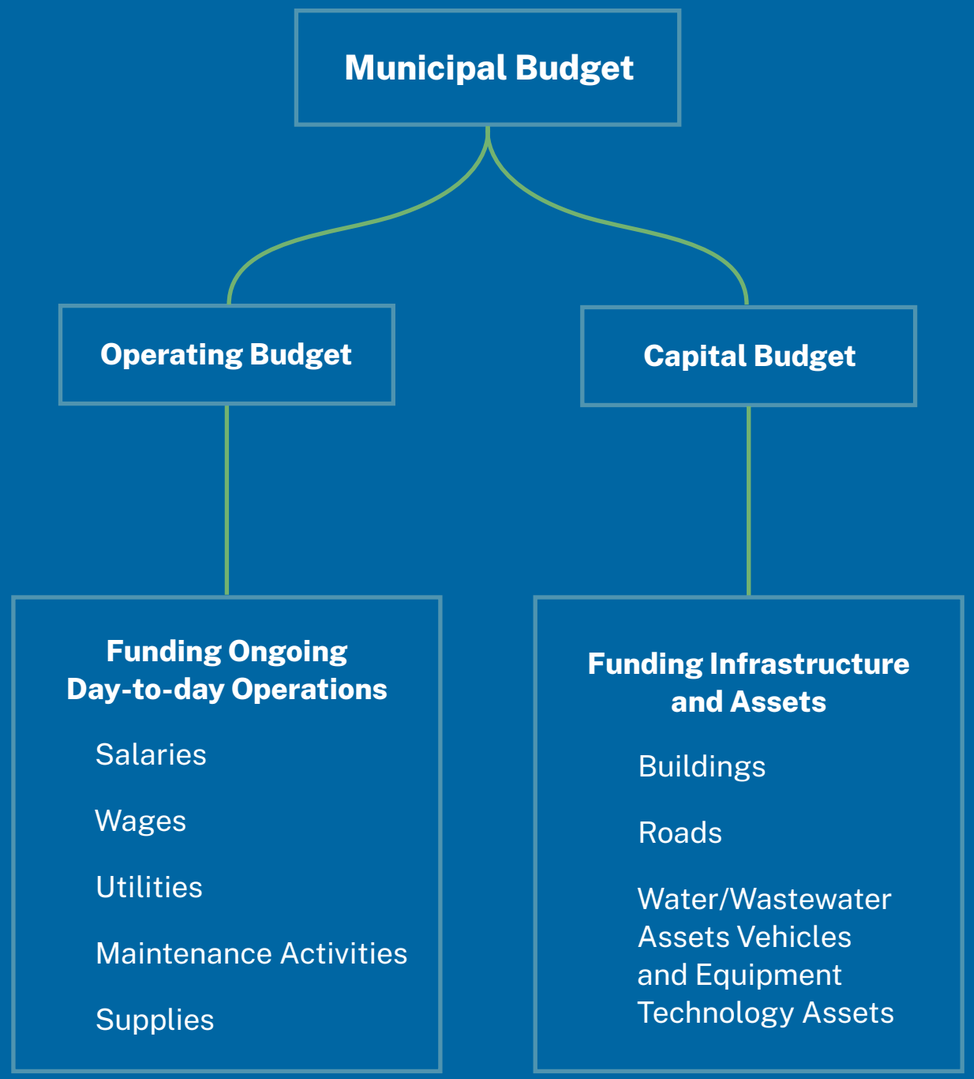
Difference Between Base Budget and Proposed Budget

Base Budget is the approved budget from previous fiscal period/year.

Proposed Budget is the base budget factoring in the following impacts:

- **Reallocations:** reallocating funds from one area to another resulting in net neutral adjustments
- **One-time items**
- **One-time reversal:** any budgetary request that are one time request gets reversed out in the subsequent year so that it is not part of the base budget
- **Previously endorsed:** any items that are already endorsed or approved by Council leading up to the budget process
- **Inflationary impacts:** are driven by market forces. It includes inflationary year over year adjustments for:
  - Cost of living adjustment (COLA) for salaries
  - Benefits
  - Insurance
  - Fuel
  - Overhead cost **Service Level**
  - **Impact (SLC):** can be both positive and negative dollar values. It does not mean ***"change in service"***. SLCs are internal and external changes that impacts from a financial perspective. The following is not an exhaustive list, however, provides a handful of examples:
  - Change in contract value
  - Change in FTE level
  - Change in transfer payments
  - New revenue/expense line item
- **Operating Impact from Capital projects:**
  New costs that are borne out of the acquisition of new capital assets. These are generally maintenance related operational costs

Classification of Budget



The Budget Challenge

Expenses – **Non-Tax Revenues** = **The Property Tax Levy**

Non-Tax Revenues (Operations)

- User fees
- Licenses and Permits
- Fines and Penalties
- Donations
- Operating Transfer Payments

Non-Tax Revenues (Capital)

- Development Charges
- Reserves
- Debt
- Gas Tax
- Conditional Grants
- Proceeds from sales of Capital Assets

Rationalize expenses to meet the desired service levels and strategic priorities of the community

Maximize and balance the use of non-tax revenues, while still maintaining a financially solvent organization

Achieve a property tax levy that funds the balance of the organization's expenses while keeping property taxes at a level that ensures growth, prosperity, and community investment

The Mission of the Budget Process

The overall mission of the budget process is to help decision makers make informed choices for the provision of services and capital investments, while promoting stakeholder participation in the decision-making process. The budget process should begin with a set of guiding principles and training to assist staff in developing budget projections that align with strategic priorities set by Council. Effective budgeting incorporates both political and administrative aspects, while meeting the responsibility to report and account for the provision of services and use of municipal resources.



Budget Process in Orangeville

Annual Budget process involves three key stages:

Stage 1: Planning



Budget Timeline | Base Budget | Council Direction

This is the stage where Council provides strategic guidance on expectations for the forthcoming budget.

*Base budget is the approved budget from previous year

Stage 2: Co-ordination



Division Review | Service Level | Synergies

This is the stage where budget is inputted at the division level, keeping in focus two key components:

- Continuous delivery and improvement of current service level
- Financial capacity of the Town to deliver services and meet contractual commitments while planning for the future

Stage 3: Control



GM & CAO Review | Corporate Perspective | Financing Capabilities | Council Review

This is the final stage where the budget document goes through check points or “control points” to ensure:

- Operational planning focuses on resourcing actions both in the short and long term
- Economic, social, political, and environmental costs and benefits are incorporated
- Leading documents such as the strategic plan, asset management plan guidelines are incorporated

“The budget is a communication tool.”

Consolidated Budget

Proposed 2024 Budget

While more detailed schedules for operating and capital budgets are provided at the divisional level, the **Consolidated Budget Impact (CBI)** section aims to provide a more aggregate overview.

The proposed 2024 budget has been prepared on the premise that the Town will deliver the same level and quality of services approved in the 2023 operating budget with minor service level changes and a recalibration of existing funding and cost structures. The total net levy requirement, factoring in modest assessment growth is **$41.7 Million** which is a **4.50%** levy increase from 2023. The Town deploys a multi-year budget forecast, and the CBI Table 1.0 shows the comparison between 2024-2028 projected levy adjustments.

CBI Table 1.0

	2024	2025	2026	2027	2028
Multi-Year Levy Requirement Net of Growth	4.50%	4.16%	4.27%	4.22%	3.62%

At the time of tabling the proposed budget, the Canadian CPI was sitting at **3.8%** (September 2023). That said, most municipal expenditures do not corelate well with Total CPI measurements. For example, construction materials for facilities and asphalt prices for road repairs and reconstruction activities trend well above the Total CPI measure.

Historically, the Town has deployed a variety of non-sustainable funding options to generate levy adjustments at or below inflation, as referenced in Chart 1.0.

Assumptions

The projected levy adjustment was achieved based upon the following key assumptions:

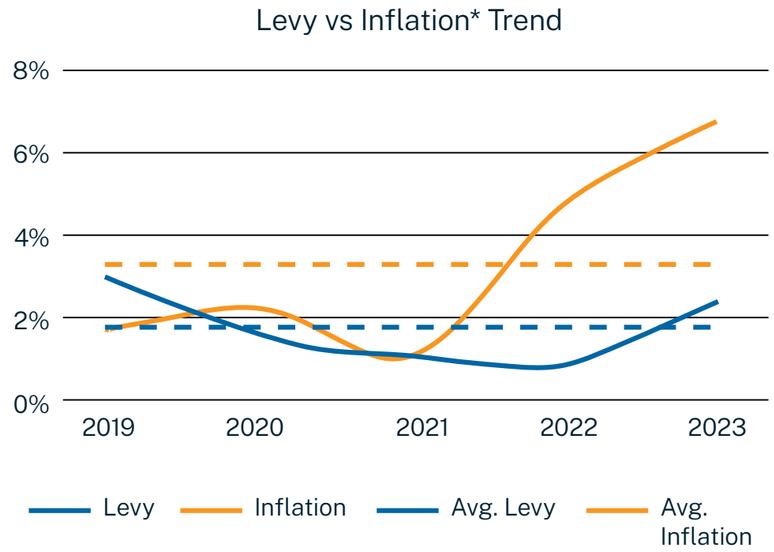
- Reduction in OPP billing as 3-year transition period has ended. Savings of approximately $4.0M were generated through shift to standard billing model
- Stable, reliable and predictable funding via the Canada Community Building Fund (CCBF) and Ontario Community Infrastructure Fund (OCIF). Funding may be impacted by current economic conditions
- Market adjustments to insurance and commodity pricing (fuel, hydro, natural gas)
- Modest assessment growth projected at 0.5%, generating $199,510 in additional funding.

Recalibration

The projected levy adjustment has also enabled the Town to recalibrate some previous budget decisions that had relied upon non-sustainable revenue streams.

- Eliminated the utilization of rate stablization reserve funds
- Reduction in the reliance upon investment income returns to balance operating costs (money market investment returns and ORDC funds)

The budget also reflects a continued focus on effective asset management planning and Council support of long-term sustainable financial planning with much needed adjustments to levy-funded capital funding.



Throughout 2023, budget/finance staff and representatives from each department and division have worked diligently, managing to bring in a balanced budget with a proposed **levy increase of 4.50%** or $1,793,967 for Council's consideration. To be clear, municipal costs have escalated significantly in recent years. Maintaining and growing service levels with a levy adjustment at this level would not have been possible without the savings generated through the updated OPP contract.

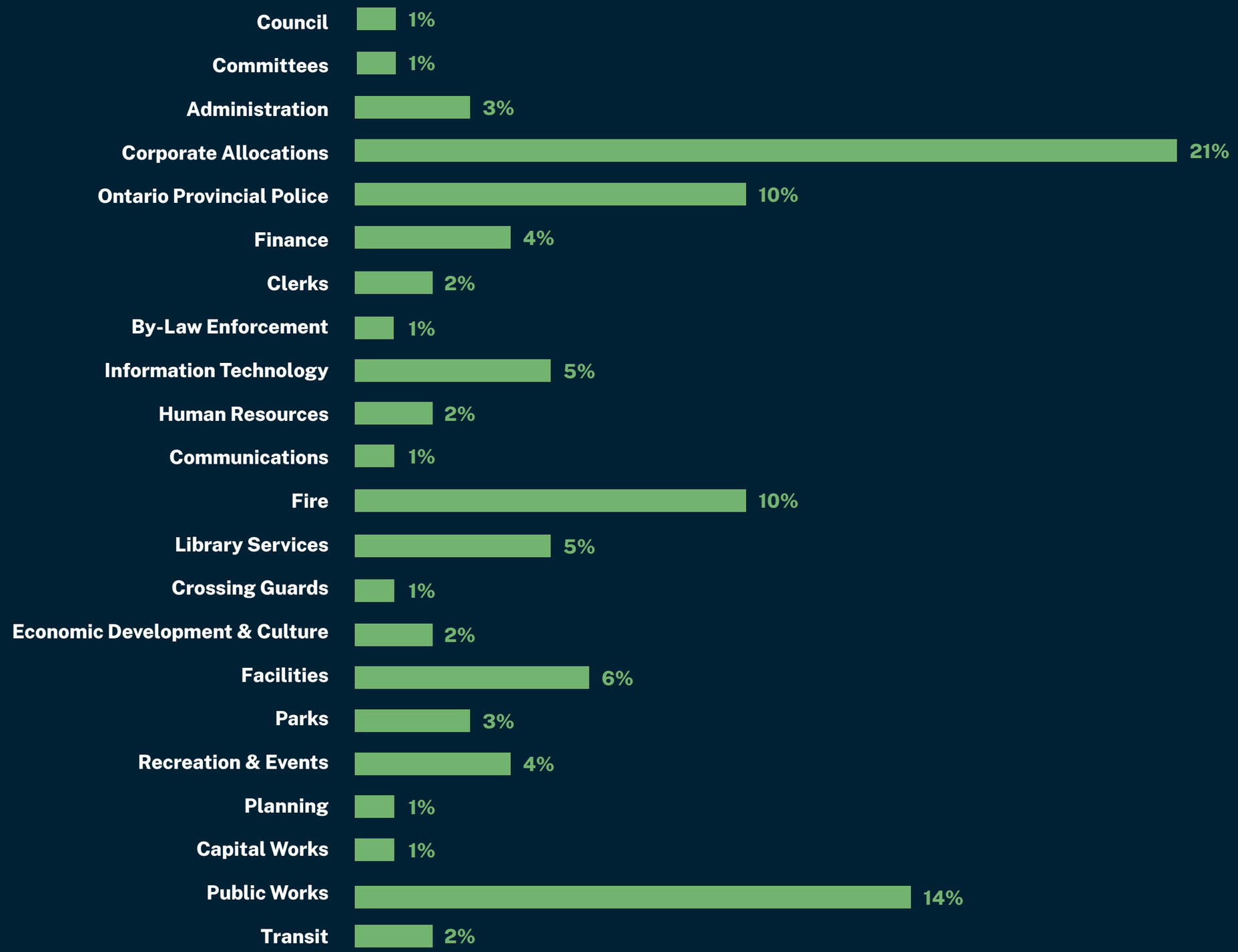
The following two tables, **CBI Table 2.0,** and **CBI Table 3.0**, capture the five-year budget forecast at an organizational and departmental level respectively. Please note that Building, Water and Wastewater divisions are not funded by Tax levy as these are fully user fee supported operations. As such, these three divisions have no impact on the tax levy.

The projected change request impacts is **$3.79M** in 2024. Detailed breakdown of reallocations, one-time items, inflationary impacts, service level impacts, and operating impact of capital are provided under the **Key Service Level Impact** section of this document.

Consolidated Budget - Table 2.0

	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2025 % Change	2026 Proposed Budget	2026 % Change	2027 Proposed Budget	2027 % Change	2028 Proposed Budget	2028 % Change
Revenues	(11,277,508)	(11,108,228)	169,280	(1.50%)	(9,807,302)	(11.71%)	(9,926,549)	1.22%	(10,052,800)	1.27%	(10,167,282)	1.14%
Expenses	47,344,318	45,554,476	(1,789,842)	(3.78%)	47,731,815	4.78%	49,198,554	3.07%	50,011,339	1.65%	52,048,915	4.07%
Net Operating	**36,066,810**	**34,446,248**	**(1,620,562)**	**(4.49%)**	**37,924,513**	**10.10%**	**39,272,005**	**3.55%**	**39,958,539**	**1.75%**	**41,881,633**	**4.81%**
Net Transfers to/from Reserves	961,027	3,896,147	2,935,120	305.41%	2,273,207	(41.65%)	2,950,080	29.78%	4,316,801	46.33%	4,334,865	0.42%
Transfers to Capital Budget	2,874,081	3,553,000	678,919	23.62%	3,648,326	2.68%	3,716,200	1.86%	3,830,100	3.06%	3,872,513	1.11%
Net Transfers from Operating	**3,835,108**	**7,449,147**	**3,614,039**	**94.24%**	**5,921,533**	**(20.51%)**	**6,666,280**	**12.58%**	**8,146,901**	**22.21%**	**8,207,378**	**0.74%**
Net Levy Requirement	**39,901,918**	**41,895,395**	**1,993,477**	**5.00%**	**43,846,046**	**4.66%**	**45,938,285**	**4.77%**	**48,105,440**	**4.72%**	**50,089,011**	**4.12%**
Projected Growth	199,510	199,510	0.50%	209,477	0.50%	219,230	0.50%	229,691	0.50%	240,527	0.50%	
Levy Requirement Net Assessment Growth	**41,695,885**	**1,793,967**	**4.50%**	**43,636,569**	**4.16%**	**45,719,055**	**4.27%**	**47,875,749**	**4.22%**	**49,848,484**	**3.62%**	

2024 Pre-Growth Levy Requirements by Division



CBI – Table 3.0

	2023 Approved Budget	**2024 Proposed Budget**	2024 $ Change	2024 % Change	2025 Proposed Budget	2025 % Change	2026 Proposed Budget	2026 % Change	2027 Proposed Budget	2027 % Change	2028 Proposed Budget	2028 % Change
Council	391,210	**398,144**	6,934	1.77%	409,027	2.73%	428,234	4.70%	435,600	1.72%	443,925	1.91%
Committees	215,538	**213,421**	(2,117)	(0.98%)	214,117	0.33%	207,082	(3.29%)	206,753	(0.16%)	208,953	1.06%
Administration	428,388	**1,340,775**	912,387	212.98%	1,376,270	2.65%	1,413,764	2.72%	1,451,343	2.66%	1,490,988	2.73%
Corporate Allocations	3,927,513	**8,589,502**	4,661,989	118.70%	8,806,352	2.52%	9,754,527	10.77%	10,694,308	9.63%	11,459,669	7.16%
Ontario Provincial Police	8,378,497	**4,378,544**	(3,999,953)	(47.74%)	5,235,737	19.58%	5,392,809	3.00%	5,554,593	3.00%	5,721,231	3.00%
Corporate Services												
Finance	1,578,556	**1,752,941**	174,385	11.05%	1,807,135	3.09%	1,851,325	2.45%	1,905,125	2.91%	1,966,480	3.22%
Clerks	938,348	**832,661**	(105,687)	(11.26%)	858,628	3.12%	883,025	2.84%	912,358	3.32%	931,522	2.10%
By-Law Enforcement	447,654	**414,996**	(32,658)	(7.30%)	429,769	3.56%	452,507	5.29%	486,142	7.43%	502,836	3.43%
Information Technology	1,692,549	**2,001,365**	308,816	18.25%	2,066,707	3.26%	2,121,888	2.67%	2,224,469	4.83%	2,316,099	4.12%
Human Resources	890,560	**884,382**	(6,178)	(0.69%)	906,989	2.56%	925,652	2.06%	948,554	2.47%	968,470	2.10%
Communications	462,584	**445,611**	(16,973)	(3.67%)	459,908	3.21%	469,482	2.08%	480,329	2.31%	491,610	2.35%
Community Services												
Fire	4,370,876	**4,214,381**	(156,495)	(3.58%)	4,466,384	5.98%	4,696,977	5.16%	4,871,715	3.72%	5,015,331	2.95%
Library Services	2,112,257	**2,077,210**	(35,047)	(1.66%)	2,160,351	4.00%	2,217,286	2.64%	2,316,644	4.48%	2,345,801	1.26%
Crossing Guards	481,024	**497,338**	16,314	3.39%	505,932	1.73%	519,422	2.67%	533,290	2.67%	547,553	2.67%
Economic Development & Culture	728,898	**722,343**	(6,555)	(0.90%)	743,318	2.90%	765,285	2.96%	787,936	2.96%	811,269	2.96%
Facilities	2,610,068	**2,485,632**	(124,436)	(4.77%)	2,635,191	6.02%	2,810,622	6.66%	2,996,064	6.60%	3,216,488	7.36%
Parks	1,156,138	**1,377,115**	220,977	19.11%	1,412,487	2.57%	1,452,754	2.85%	1,510,261	3.96%	1,617,380	7.09%
Recreation & Events	1,432,900	**1,445,816**	12,916	0.90%	1,532,100	5.97%	1,607,656	4.93%	1,685,327	4.83%	1,761,463	4.52%
Infrastructure Services												
Planning	576,116	**593,860**	17,744	3.08%	611,307	2.94%	634,173	3.74%	657,575	3.69%	682,468	3.79%
Capital Works	415,719	**417,818**	2,099	0.50%	429,549	2.81%	368,867	(14.13%)	378,930	2.73%	390,156	2.96%
Public Works	5,828,125	**5,991,654**	163,529	2.81%	6,114,973	2.06%	6,286,871	2.81%	6,375,894	1.42%	6,492,619	1.83%
Cemetery	1,785		(1,785)	(100.00%)								
Water*												
Wastewater*												
Transit	836,615	**819,886**	(16,729)	(2.00%)	663,815	(19.04%)	678,077	2.15%	692,230	2.09%	706,700	2.09%
Building*												
Total Town of Orangeville	**39,901,918**	**41,895,395**	**1,993,477**	**5.00%**	**43,846,046**	**4.66%**	**45,938,285**	**4.77%**	**48,105,440**	**4.72%**	**50,089,011**	**4.12%**
Projected Growth**		**199,510**	199,510	0.50%	209,491	0.50%	219,625	0.50%	230,112	0.50%	240,917	0.50%
Levy Requirement Net Assessment Growth		**41,695,885**	**1,793,967**	**4.50%**	**43,636,555**	**4.16%**	**45,718,660**	**4.27%**	**47,875,328**	**4.22%**	**49,848,094**	**3.62%**

**User Fee supported Divisions*

***Percentage provided by MPAC, subject to change*

2024 Operating Budget by Division - Impact Columns (Town Wide)

	2023 Approved Budget	2024 One-Time Reversal	2024 Re-Allocation	2024 Inflationary Impact	2024 Previously Endorsed	2024 One-Time Items	2024 Service Level Impact	2024 Operating Capital	2024 Proposed Budget
10 Operating Fund									
100 Council	391,210	(1,200)		9,639			(1,505)		398,144
120 Committees	215,538			(827)			(1,290)		213,421
140 Administration	428,388		867,994	33,423			10,970		1,340,775
160 Clerks	938,348	(2,500)	(171,188)	57,386		(3,200)	13,815		832,661
200 Communications	462,584		(25,320)	9,207			(860)		445,611
220 Human Resources	890,560		(45,766)	22,093			17,495		884,382
240 Corporate Allocations	3,927,513	2,433,764	(12,000)	1,723,314	687,447		(170,536)		8,589,502
260 Finance	1,578,556		132,229	144,499			(102,343)		1,752,941
280 Information Technology	1,692,549		(52,914)	107,427			254,303		2,001,365
300 Planning	576,116		(11,593)	(2,537)			31,874		593,860
320 Economic Development & Culture	728,898	(2,395)	(33,498)	30,176	3,500		(4,338)		722,343
340 Parks	1,156,138		(50,246)	44,591	4,000		219,192	3,440	1,377,115
360 Recreation & Events	1,432,900	(18,500)	(113,293)	113,543			31,166		1,445,816
380 Facilities	2,610,068	(25,000)	(50,246)	133,505	43,729	10,000	(236,424)		2,485,632
400 Building				(16,100)		16,100			
420 By-Law Enforcement	447,654		(74,068)	30,449	12,821		(1,860)		414,996
430 Crossing Guards	481,024			15,120		4,500	(3,306)		497,338
440 Fire	4,370,876		(50,246)	(72,744)			(33,505)		4,214,381
460 Public Works	5,828,125	(430,000)	(200,735)	317,358	48,290	17,331	411,285		5,991,654
470 Capital Works	415,719	(9,150)		11,249					417,818
480 Transit	836,615		(11,593)	2,139	(16,845)		(430)	10,000	819,886
610 Cemetery	1,785			(1,785)					
620 Water		(14,700)	(42,974)	(420,325)	43,098	77,000	357,901		
630 Wastewater			(4,297)	(126,288)		60,000	70,585		
780 Library Services	2,112,257		(50,246)	39,427	6,259		(30,487)		2,077,210
791 Ontario Provincial Police	8,378,497			(3,999,953)					4,378,544
Total Town of Orangeville	39,901,918	1,930,319	0	(1,796,014)	832,299	181,731	831,702	13,440	41,895,796

2024 Re-allocations

Tax Levy Impacts

Tax Levy Impacts					
Division		Description	Expense/Revenue Type	FTE	2024
1	Administration	GM and EA Corporate Services	Compensation	2.0	334,975
2	Administration	GM and EA Community Services	Compensation	2.0	334,975
3	Administration	GM and EA Infrastructure Services	Compensation	1.1	172,644
4	Administration	GM and EA Operating Expenses	Prof. Dev; Office & Admin; Equip Purchases; Outside Services		25,400
5	Bylaw	CSR Consolidation in Finance Division	Compensation	(1.0)	(85,948)
6	Bylaw	Licencing related revenue move to Clerks	Licences and Permits		47,000
7	Bylaw	Reallocation of Office expenses to Office Equipment	Office & Admin,; Equipment Purchases		-
8	Bylaw	Reallocation of Bylaw staff	Compensation Parking Enforcement		(185,237)
9	Bylaw	Reallocation of Bylaw staff	Compensation Admin		150,117
10	Clerks	GM and EA Corporate Services	Compensation	(0.4)	(73,360)
11	Clerks	CSR Consolidation in Finance Division	Compensation	(1.0)	(85,948)
12	Clerks	Licencing related revenue move to Clerks	Licences and Permits		(47,000)
13	Clerks	Reallocation of Office Expenses to Advertising	Office & Admin; PR, Promo and Events		-
14	Clerks	Reallocation of Bylaw staff	Compensation		35,120
15	Communications	GM and EA Corporate Services	Compensation	(0.2)	(31,320)
16	Communications	Reallocate Advertising and Promo	Public Relations, Promotions & Events		6,000
17	Communications	Reallocation of Town Page Ads to various other forms of media advertising	Public Relations, Promotions & Events		-
18	Corporate Allocations	Reallocate Advertising and Promo	Public Relations, Promotions & Events		(12,000)
19	Economic Development	GM and EA Community Services	Compensation	(0.2)	(33,498)
20	Economic Development	Reallocation of expenses as per grant agreement	Prof. Dev; Office&Admin; PR, Promo and Events		-
21	Facilities	GM and EA Community Services	Compensation	(0.3)	(50,246)
22	Facilities	Various reallocations to better serve the divisions needs	Mat & Suppl; Mtc & Repair; Outside Serv		-
23	Finance	GM and EA Corporate Services	Compensation	(0.8)	(125,616)
24	Finance	CSR Consolidation in Finance Division	Compensation	3.0	257,845
25	Fire	GM and EA Community Services	Compensation	(0.3)	(50,246)
26	HR	GM and EA Corporate Services	Compensation	(0.3)	(41,872)
27	HR	Reallocate Advertising and Promo	Public Relations, Promotions & Events		6,000
28	HR	Reallocation of IT Related expenses to IT division	Office and Administration		(9,894)
29	IT	GM and EA Corporate Services	Compensation	(0.4)	(62,808)

Division		Description	Expense/Revenue Type	FTE	2024
30	IT	Reallocation of IT Related expenses to IT division	Office & Admin; Service & Lease Agree		9,894
31	IT	Various reallocations to better serve the divisions needs	Prof. Dev; Office&Admin; Equip Purch; Prof Fees		-
32	Library	GM and EA Community Services	Compensation	(0.3)	(50,246)
33	Parks	GM and EA Community Services	Compensation	(0.3)	(50,246)
34	Planning	GM and EA Infrastructure Services	Compensation	(0.1)	(11,593)
35	Planning	Reallocation of Façade Grant to CIP Reserve Contribution	Façade Improve Grant; Trfers to Reserve		-
36	Public Works	GM and EA Infrastructure Services	Compensation	(1.0)	(149,458)
37	Public Works	CSR Consolidation in Finance Division	Compensation	(0.5)	(38,677)
38	Public Works	GM and EA Operating Expenses	Prof. Dev; Office & Admin; Mat & Suppl		(12,600)
39	Recreation	GM and EA Community Services	Compensation	(0.6)	(100,493)
40	Recreation	GM and EA Operating Expenses	Lic. & Supp; Office & Admin; Prof. Dev		(12,800)
41	Recreation	Various reallocations to better serve the divisions needs	Prof. Dev; Office & Admin; PR, Promo and Events; Programs; Fuel; Materials & Supplies; Maint. & Repairs		-
42	Transit	GM and EA Infrastructure Services	Compensation	(0.1)	(11,593)
		Sub-total of Tax Levy Impact for Re-allocation Items:			**47,271**
		Sub-total FTE per Year:		**0.6**	

Rates Impacts					
Division		Description	Expense/Revenue Type	FTE	2024
43	Water	CSR Consolidation in Finance Division	Compensation	(0.5)	(42,974)
44	Wastewater	CSR Consolidation in Finance Division	Compensation	(0.1)	(4,297)
		Sub-total of Rates Impact for Re-allocation Items:			**(47,271)**
		Sub-total FTE per Year:		**(0.6)**	

Total of 2024 Re-allocations

2024 Key Service Level Impacts

One-time Reversal Items

Tax Levy Impacts				
Division		Description	FTE	2024
45	Capital Works	3 New cell phones		(1,650)
46	Capital Works	3 New Laptops		(7,500)
47	Clerks	Committee of Adjustments Training		(1,000)
48	Clerks	Compliance Audit Committee meeting fee		(1,500)
49	Corporate Allocations	2022 Interest Income funding for One-Time Items		488,745
50	Corporate Allocations	2022 Interest Income from ORDC Investments		431,131
51	Corporate Allocations	2023 Interest Income from ORDC Investments		797,250
52	Corporate Allocations	Transfer from Rate Stabiliaztion Reserve		866,638
53	Corporate Allocations	Professional Fees - Oranganizational/Service Level Review		(150,000)
54	Council	Shirts with logo for Council		(1,200)
55	Economic Development	Local Business Accelerator Program - compensation & expenses	0.1	(9,583)
56	Economic Development	Local Business Accelerator Program - Grant		7,188
57	Facilities	Maintenance for overhaul of Tony Rose Sliding Doors		(25,000)
58	Public Works	Increased Salt and Sand Storage		(430,000)
59	Recreation	Aquatics Maintenance Equipment		(18,500)
		Sub-total of Tax Levy Impact for One-time Requests:		**1,945,019**
		Sub-total FTE per Year:	**0.1**	

Rate Impacts				
Division		Description	FTE	2024
60	Water	Damage Prevention Technician Training		(14,700)
Total of 2024 One-time Requests:				**1,930,319**

2024 Key Service Level Impacts

Previously Endorsed items

Tax Levy Impacts				
Division		Description	FTE	2024
61	Economic Development and Culture	Audit Fees as per SBEC Transfer Payment Agreement		3,500
62	Parks	Free Menstrual products - Rotary, Harvey Curry, Fendley, Lions		4,000
63	Facilities	Free Menstrual products - Town Hall, Alder, Tony Rose, Library		8,000
64	Facilities	Facilities Truck FP2 - Lease and Maintenance Costs - Enterprise		17,494
65	Facilities	Facility Truck Maintenance - Enterprise		2,500
66	Facilities	Facilities FP3 Van - Lease and Maintenance Costs - Enterprise		15,735
67	By-Law	By-law Car 103 - Lease and Maintenance Costs - Enterprise		12,821
68	Public Works	PW Truck #8 - Lease and Maintenance Costs - Enterprise		14,366
69	Public Works	PW Truck #16 - Lease and Maintenance Costs - Enterprise		17,085
70	Public Works	PW Truck #21 - Lease and Maintenance Costs - Enterprise		16,839
71	Library	Student Page Student (began Sept 2023)		6,259
72	Transit	Reallocation of Bus leasing costs to individual cost centres		(100,861)
73	Transit	Transit Mini Bus #1 - Lease and Maintenance Costs - Enterprise		28,830
74	Transit	Transit Mini Bus #2 - Lease and Maintenance Costs - Enterprise		28,830
75	Transit	Transit Mini Bus #3 - Lease and Maintenance Costs - Enterprise		26,356
76	Corporate Allocations	Increase levy funded capital balance to $3.5M		687,447
		Sub-total of Tax Levy Impact for Previously Endorsed Items:		**789,201**
		Sub-total FTE per Year:		

Rate Impacts				
Division		Description	FTE	2024
77	Water	WA Truck 18 - Lease and Maintenance Costs - Enterprise		14,366
78	Water	WA Truck 14 - Lease and Maintenance Costs - Enterprise		14,366
79	Water	WA Truck 24 - Lease and Maintenance Costs - Enterprise		14,366
		Sub-total of Rates Impact for Previously Endorsed Items:		**43,098**
		Sub-total FTE per Year:		

Total of 2024 Previously Endorsed	**832,299**

2024 Key Service Level Impacts

One-Time Items

Tax Levy Impacts				
Division		Description	FTE	2023
80	Clerks	Election Software Reversal		(3,200)
81	Facilities	Train Station - Key pad and automatic doors for rental		10,000
82	Crossing Guards	Protective Clothing - Angel Lights		4,500
83	OPP	Increase other revenue for one time cost reduction		
84	Public Works	Televisions for Snow Patrol Monitoring		10,000
85	Public Works	PW Truck#11 - Vehicle Equipment		3,710
86	Public Works	PW Truck#16 - Vehicle Equipment		3,621
		Sub-total of Tax Levy Impact for One-time Requests:		**28,631**
		Sub-total FTE per Year:	**0.0**	

Rate Impacts				
Division		Description	FTE	2023
87	Building	Equipment related to launch of City Works - iPads, Computer Screens		4,800
88	Building	Access to LandManager during transition to City Works		11,300
89	Water	Dudgeon Reservoir Desks		7,000
90	Water	New Workstations at Dudgeon Reservoir		7,000
91	Water	Upgrade 14 iPads		28,000
92	Water	Electronic Logbook Integration		35,000
93	Wastewater	Electronic Logbook Integration		35,000
94	Wastewater	Credit River Monitoring Data Consolidation		25,000
		Sub-total of Rates Impact for One-time Requests:		**153,100**

Total of 2024 One-time Requests:	**181,731**

2024 Key Service Level Impacts

*-Service Level Change requests have been grouped together under Corporate Allocations pending Council approval. Once approved, they will be reallocated to the correct divisions.

Service Level Impact

Tax Levy Impacts				
Division		Description	FTE	2024
95	Administration	GM and EA Expenses not previously budgeted for		11,400
96	By-Law	SPCA Agreement Revenue Reduction as per new agreement		3,000
97	By-Law	Vehicle for Hire Revenue Increase - Servicing for Neighbouring Municipalities		(4,000)
98	Capital Works	Capital Works Project Manager - Roads	1.00	154,164
99	Clerks	Consultant Fees - Regulatory By-Law Review Work Plan		2,800
100	Clerks	Professional Fees - Increased destruction of physical records in 2024 and 2025		1,750
101	Clerks	Supervisor, Licensing and By-law Enforcement	1.00	135,921
102	Clerks	Towing Licensing - Revenue loss due to Province rescinding municipal authority		9,000
103	Clerks	Workshops and Training Courses - Committee of Adjustments		2,200
104	Corporate Allocations	ORDC Interest Income as approved by ORDC Board		(971,352)
105	Crossing Guards	Increase Part-time Crossing Guard complement	0.49	21,409
106	Crossing Guards	Mileage for job-related duties using personal vehicle		2,000
107	Crossing Guards	Ontario Traffic Council Membership		500
108	Economic Development	Staff training		1,000
109	Economic Development	Tree sculpture maintenance costs		800
110	Facilities	Janitorial Services - Train Station		2,300
111	Facilities	Train Station Rental Revenue		(5,000)
112	Finance	Financial Analyst (previously a contract position)	1.00	118,006
113	Finance	Financial Analyst Contract Position	(1.00)	(118,006)
114	Finance	Restructuring Funds - Staffing		22,613
143	Fire	Removal of leased vehicles funding pending review (reallocation to Capital)		27,435
144	Fire	Removal of leased vehicles pending review (reallocation to Capital)		(42,055)
145	Fire	Training Officer	1.00	173,961
146	Human Resources	Corporate Records Management Training		7,000
147	Human Resources	LinkedIn Recruitment Advertising		12,000
148	Information Technology	ArcGIS - ESRI		27,780
149	Information Technology	Cityworks Managed Service Fee removal		(14,175)
150	Information Technology	Cityworks PLL & AMS - EAM operating cost removal		(91,000)
151	Information Technology	Departmental Application Support (system assessments, evaluations, etc.)		50,000

Division		Description	FTE	2024
152	Information Technology	Feature Manipulation Engine - Consortech		15,000
153	Information Technology	Info-Tech Research Consulting		17,933
154	Information Technology	IT Enterprise Project Manager	1.00	135,291
155	Information Technology	Manager of Digital Transformation	(1.00)	(173,041)
156	Information Technology	NearMap – Aerial Imagery		6,000
157	Information Technology	Network Devices, Licensing and Support Agreements		50,000
158	Information Technology	Security Incident Mangement		30,000
159	Information Technology	Student Grant Funding Removal		22,500
160	Library	Makerspace Specialist	1.00	118,006
161	OPP	Reduction to policing costs		(3,997,368)
162	Parks	Parks and Winter Control Operator Uniforms and Salary Conversion to FT		2,055
163	Parks	Playground equipment maintenance		10,000
164	Planning	Consultant Support for Planning Reviews & Updates		27,000
165	Planning	Legal Fees - Planning Appeals		15,000
166	Planning	Office equipment and supplies not previously budgeted for		2,060
167	Planning	Removal of IT related costs		(10,000)
168	Public Works	Fleet Supervisor	1.00	133,997
169	Public Works	GPS Tracking for Winter Control Operations		19,200
170	Public Works	Increased Sidewalk Repairs and Replacements		180,000
171	Public Works	New Roads Truck - Lease and Maintenance Costs		19,609
172	Public Works	Parks and Winter Control Operator Uniforms and Salary Conversion to FT		2,055
173	Public Works	Storm Network Camera and Flushing Program		73,500
174	Public Works	Storm Network Repairs - Manholes and catch basins		130,000
175	Public Works	Tablet Data Plans		11,580
176	Public Works	Vehicle for Administration Staff - Lease and Maintenance Costs		8,420
177	Recreation and Events	Aquatics Grant Revenue		(4,000)
178	Recreation and Events	Increase to partner services provided offset by related increase in revenue		4,000
179	Recreation and Events	Removal of Vehicle Leasing Costs as no longer required		(15,794)
180	Recreation and Events	Removal of Vehicle Leasing Funding as no longer required		15,794
181	Recreation and Events	Summer Camps - Federal Student Grant removal		15,000
182	Recreation and Events	Workshops and Training Courses		600
		Sub-total of Tax Levy Impact for SLC Requests:		(3,594,152)
		Sub-total FTE per Year:	5.5	

2024 Key Service Level Impacts

Rates Impact

Rates Impacts				
Division		Description	FTE	2023
183	Wastewater	Sanitary Manhole Repairs		30,000
184	Wastewater	Increase in maintenance and upkeep of WPCP Property		7,000
185	Wastewater	Video Advertisements		1,500
186	Wastewater	Electronic Logbook Subscriptions		15,000
187	Wastewater	New Wastewater Vehicle - Lease and Maintenance Costs		17,085
188	Water	Operator, Water	1.00	125,387
189	Water	Community Outreach Program - proactive engagement		7,700
190	Water	Various Conferences		5,200
191	Water	Video Advertisements		12,000
192	Water	Leak Detection Program		30,000
193	Water	Summer Rental Vehicle for Summer Students		20,000
194	Water	Tablet Data Plans		6,840
195	Water	Treatment Plant Pipeworks Rehabilitation Program		30,000
196	Water	AMI and SAAS - Water Meter Maintenance		71,000
197	Water	Electronic Logbook Subscriptions		15,000
198	Water	New Water Vehicles - Lease and Maintenance Costs		34,774
		Sub-total of Rates Impact for SLC Requests:		**428,486**
		Sub-total FTE per Year:	**1.0**	
Total of 2024 Service Level Change Requests			**6.5**	**$(3,165,666)**

2024 Operating Impact of Capital

Tax Levy Impacts

Rates Impacts				
Division		Description	FTE	2023
199	Parks	Budget to supply portable washroom facilities for Splash Pads		1,000
200	Parks	Maintenance Supplies for Splash Pads		2,440
201	Transit	Restroom Facilities at Transfer Point Maintenance		10,000
		Sub-total of Tax Levy Impact for 2024 Operating Impacts of Capital:		**13,440**

Water and Wastewater Impacts

Rates Impacts				
Division		Description	FTE	2023
		Sub-total of Rates Impact for 2024 Operating Impacts of Capital:		
Grand total of 2024 Operating Impacts of Capital:				**$13,440**

Assessment Overview

How does Property Assessment Work in Ontario?



Figure 1.0
Courtesy: MPAC

The Municipal Property Assessment Corporation (MPAC) determines the value of your property. Your property value is shown on a property assessment notice from MPAC, as well as on your annual property tax bill. Property values are reassessed every four years. Based on the reassessment, assessment increases are introduced over four years to provide greater stability and predictability. The last two reassessment years were 2012 and 2016. The 2020 tax year was the last year in the current 4-year assessment cycle based on a 2016 Current Value Assessment (CVA).



Figure 1.1 Courtesy: MPAC

How does Phase-In Assessment Program Works?

Assessment Updates are phased in gradually over four years. Under the phase-in provision in the Assessment Act, an increase in assessed value is introduced gradually. A decrease in assessed value is introduced immediately.



Figure 1.3 Courtesy: MPAC

Capital Budget Overview

Orangeville, like most growing communities in Ontario, offers an expanding range of services with limited funding sources. We adhere to prudent fiscal stewardship by balancing short-term operating needs with long-term investments in public amenities and critical infrastructure. Each year, we develop a consolidated annual budget made up of operating and capital program budgets. While the operating budget sets the spending targets to maintain levels of services for the town, our 10-year capital budget strikes a strategic balance among our needs to: 1) maintain facilities and infrastructure in an appropriate state of repair; 2) optimize networks of amenities to best serve residents, businesses, and people who visit and work here; and 3) advance Council priorities within our long-term financial capacity.

Capital expenditures involve the acquisition of assets of considerable value and life expectancy. They are often a prerequisite to municipal growth and development. These expenditures are costly to provide initially and incur lifecycle costs to maintain, rebuild or replace. Effective asset management practices in recent years have shifted capital investments to evidence-based decisions, ensuring expenditures are made on the right asset, at the right time. The Town's Asset Management Program continues to mature, supporting a more sustainable, evidence-based long-term infrastructure plan.

Capital expenditures include costs associated with constructing, acquiring, or improving lands, buildings, engineering services, machinery and equipment, or furniture and fixtures. The projects are justified through a capital planning framework that ensures they are critical to providing municipal services, have a lasting benefit beyond one year, and/or extend the useful life of an asset. An expenditure for repair or maintenance designed to maintain an asset in its original state is generally not considered capital.

The 2024 Capital Budget is carefully considered to identify high-priority projects and determine the appropriate funding mix, keeping the tax levy impact reasonable. While more detailed schedules for capital projects are provided at the divisional level of this document, this section aims to provide a more aggregate overview. Overall, Capital Budget for the year 2024 is $79.9M, of which approximately $60.2M are "Carry Forward" projects from 2023 and beyond, leaving $18.9M in current year projects or new ask for carry forward projects. Carry forward projects have been denoted as CF and re-prioritized projects have been denoted as RP on the capital project sheets by division.

It is worthwhile to note that most of these carry forward projects are tendered, under construction, and projected to be completed in 2024. Carry Forward projects can be subdivided into two (2) broad categories: 1) Work in Progress; and 2) Deferred Capital Initiatives. Many municipalities in Ontario have experienced backlogs in capital projects due to the unavoidable impact of global conflicts, supply chain disruptions, labour shortages, and inflation. Having said that the Town is committed to clearing more of the backlog of projects during the 2024 fiscal year. **Figure 1.2** captures carry forward projects by division.

As per the Provincial Regulation, O.Reg 588/17, municipalities are now required to establish asset management plans, with a focus on long-term infrastructure financing plans. The Town's 10-year capital forecast factors in many projects that have been identified through assorted studies and masterplans. **Capital Budget Table 1.0** below shows a summary of the Town's 10-year forecast by division, with funding by various sources. As with any long-term capital projection, some years are more project heavy than others. Spending on average is roughly $13M annually, with heavier expenditures in the early years of the forecast. Lighter project years will be updated following gap analysis and conditions assessments from the Town's Asset Management Program. In 2024, the Town will be reviewing and updating key infrastructure funding sources through the Development Charges Study and Water and Wastewater Study. While this section provides aggregate overview of the capital budget impact, individual project details are provided at each divisional level throughout this document.

The Town's tax funded capital levy for 2024 was set at **$3.5 Million** which is a $687K increase from the 2023 funding envelope. This funding allocation is projected to grow by 2% annually over the lift of the capital forecast. This is consistent with Council support of the staff direction to increase own-source funding of capital programs as external funding become less reliable. **Figure 1.0** and **Figure 1.1** depicts Captial Investments by division and Funding by various sources for 2024, respectively.

It is worthwhile to note that Building, Water and Wastewater divisions are not funded by tax levy as these are fully user fee supported operations.



Capital Budget Table 1.0

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Divisions										
120 Committees	80,000									
160 Clerks	345,442	34,729	46,465	38,288	40,202	42,212	44,323	46,539	48,866	51,309
220 Human Resources	30,000									
240 Corporate Allocations	353,060			57,433	380,000		60,000			63,000
260 Finance	20,000	20,000								
280 Information Technology	1,643,846	900,935	362,733	387,263	383,034	402,465	515,060	344,023	348,265	398,755
300 Planning	330,003	75,000			185,000	90,000				
320 Economic Development & Culture	129,186	10,200	10,404	10,612	10,824	11,040	11,261	11,486	11,716	11,950
340 Parks	3,611,408	140,000	708,000	241,000	721,000	555,000	255,000	253,000	388,000	343,000
360 Recreation & Events	35,000	100,000							115,000	
380 Facilities	2,015,887	2,717,732	3,186,672	203,584	76,320	310,239	310,000		190,000	
440 Fire	16,438,579	10,346,900	262,823	648,769	144,738	185,731	151,749	67,793	1,068,863	69,960
460 Public Works	23,273,940	14,170,100	12,472,000	8,231,000	7,328,660	5,205,500	11,214,500	5,817,000	9,441,000	4,446,000
480 Transit	329,151	837,344		525,000	550,000					
610 Cemetery	26,720				40,000					
620 Water	22,463,750	11,462,087	9,042,000	9,607,000	1,334,000	723,000	360,000	591,000	206,000	246,000
630 Wastewater	8,420,398	1,402,000	202,000	244,000	1,268,000	1,289,000	1,320,000	736,000	326,000	
780 Library Services	345,323	283,800	312,059	341,805	295,203	276,083	289,000	325,000	301,500	308,000
Total Investment in Capital	**79,891,693**	**42,500,827**	**26,605,156**	**20,535,754**	**12,756,981**	**9,090,270**	**14,530,893**	**8,191,841**	**12,445,210**	**5,937,974**
Less: Funding Sources										
Gas Tax - Federal	751,400	2,218,000	1,280,334	1,034,463	1,034,463		2,151,683	1,118,875	1,118,875	1,163,630
Development Charges	3,028,557	4,225,965	9,439,580	3,200,000	870,560	36,000	639,869			
Reserves/ Reserve Funds	48,207,933	5,558,501	4,788,770	3,702,479	3,973,125	1,876,411	2,009,226	657,566	3,359,027	315,520
Water Rates	4,499,484	2,747,703	2,012,336	967,792	1,028,160	1,140,207	1,060,000	591,000	1,090,000	246,000
Wastewater Rates	1,022,984	2,716,616	955,336	1,091,792	537,160	1,643,369	1,278,547	254,000	1,071,500	
Grant		3,591,042	1,600,000	1,000,000	1,500,000	500,000	3,450,000	1,550,000	1,705,000	
Financing	18,821,335	17,848,000	2,880,400	5,800,000						
Other	60,000	25,000	7,000	25,000	25,000	30,000				30,000
Total Other Funding Sources	**76,391,693**	**38,930,827**	**22,963,756**	**16,821,526**	**8,968,468**	**5,225,987**	**10,589,325**	**4,171,441**	**8,344,402**	**1,755,150**
Total Levy Impact	**3,500,000**	**3,570,000**	**3,641,400**	**3,714,228**	**3,788,513**	**3,864,283**	**3,941,568**	**4,020,400**	**4,100,808**	**4,182,824**

Capital projects removed from budget

Project #	Project Name	$'s Removed over the 10 Year Capital Plan	Year	Removal/Reduction
Water				
20330.0000	SCADA Systems	2,805,150	2024-2033	Removal
B1363.0000	Watermain Rehabilitation Program	9,495,500	2025-2033	Removal
Wastewater				
20362.0000	SCADA Systems	1,263,595	2024-2033	Removal
33703.0000	Sanitary Sewer Rehabilitation	3,000,000	2024-2033	Removal
Public Works				
26029.0000	SWM2-Pond Retrofits	120,000	2024	Reduction
B1361.0000	Road Resurfacing Program	4,550,000	2024-2033	Reduction
B1386.0000	Protective Barricades for Community Events	20,000	2024	Removal
21105.1050	Operations Ctr-3 Bay Expansion	888,365	2024	Reduction
Economic Development				
13105.0000	Tree Sculpture	10,000	2024	Removal
Library				
21209.1200	Alder Library Expansion	11,000,000	2028	Removal
Parks				
24060.2560	Rotary Park Redevelopment Later Phases	10,300,000	2024-2027	Removal
B1389.0000	Security Cameras at various Parks	40,000	2024	Removal
24005.2100	Boardwalk--Dragonfly Park	400,000	2031	Removal
Facilities				
B1163.1210	Tony Rose Facility Upgrades	300,000	2026	Reduction
Fire				
B1232.1110	New Station Furniture and Fixtures	50,000	2025	Reduction
		44,242,610		

These capital projects were included by staff as important capital projects required to ensure Town facilities and infrastructure are safe, reliable and are in an appropriate state of repair. The Capital Budget must balance those needs with limited funding sources, and therefore these projects have been removed from the 2024 capital budget. Staff will be working on various studies and plans throughout 2024. These plans will provide timelines and more accurate details of costs to complete these capital projects. The 2024 Development Charges Background Study and 2024 Water and Wastewater Rates Study will be important funding sources for some of these capital projects. Staff will look to include these projects for Council approval during Budget 2025.

Capital Investment By Division

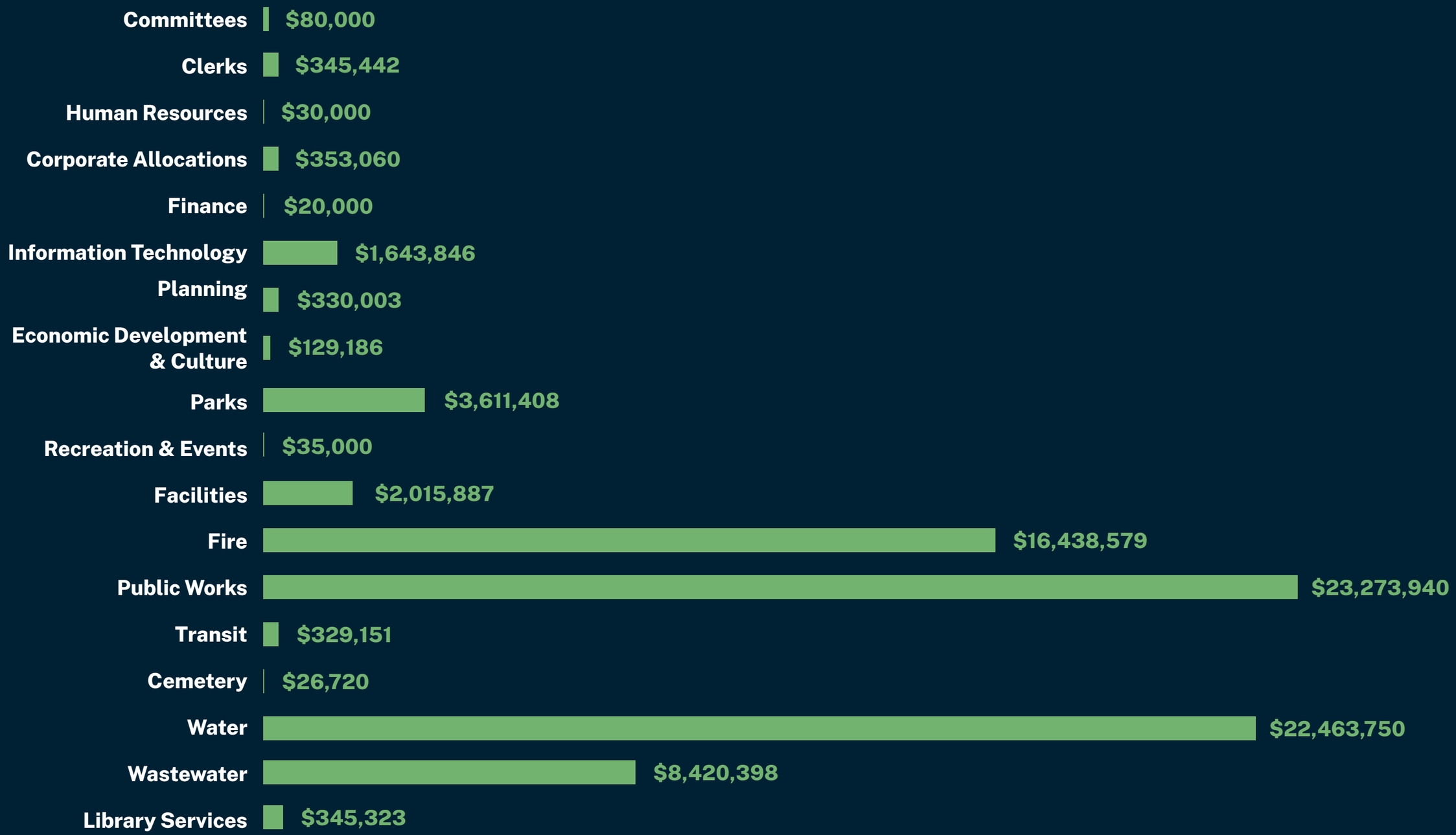


Figure 1.0

Capital Funding By Sources

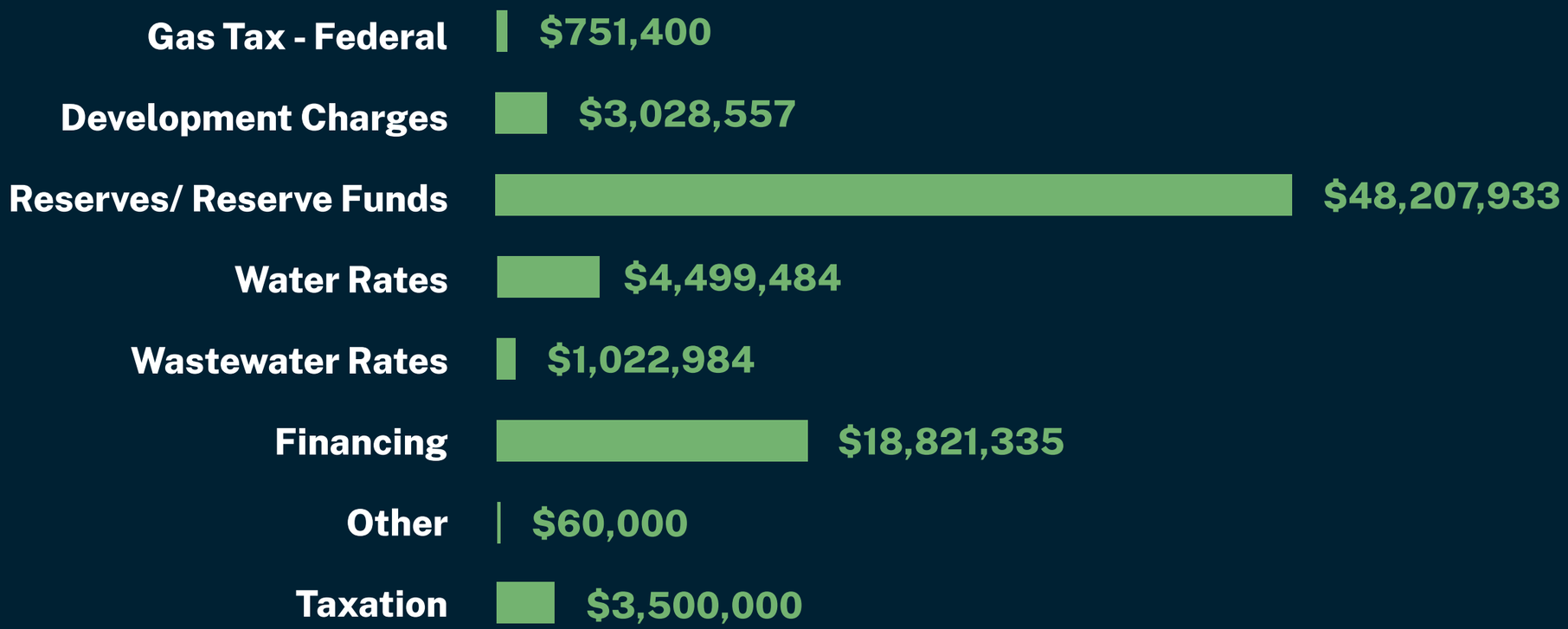


Figure 1.1

Carry Forward Projects By Division

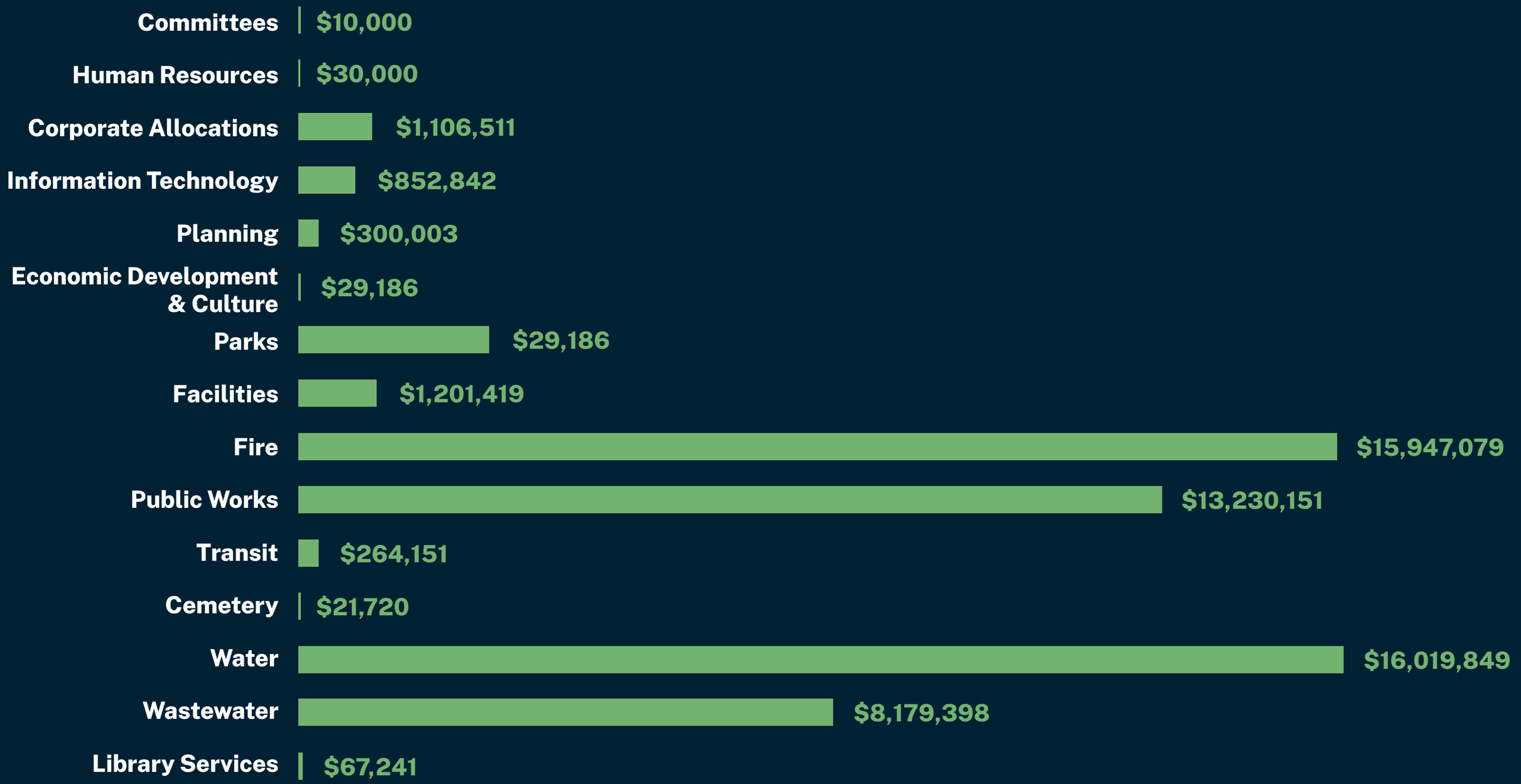


Figure 1.2

04 Council & Committees





Council & Committees

Council is the ultimate authority, subject to provincial law, for all actions taken on behalf of the municipal corporation and that it exercises both executive and legislative responsibilities. The Municipal Act 2001, section 224, describes the roles of council:

a) to represent the public and to consider the well-being and interests of the municipality;

b) to develop and evaluate the policies and programs of the municipality;

c) to determine which services the municipality provides;

d) to ensure that administrative practices and procedures and controllership policies, practices, and procedures are in place to implement the decisions of council;

e) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality.

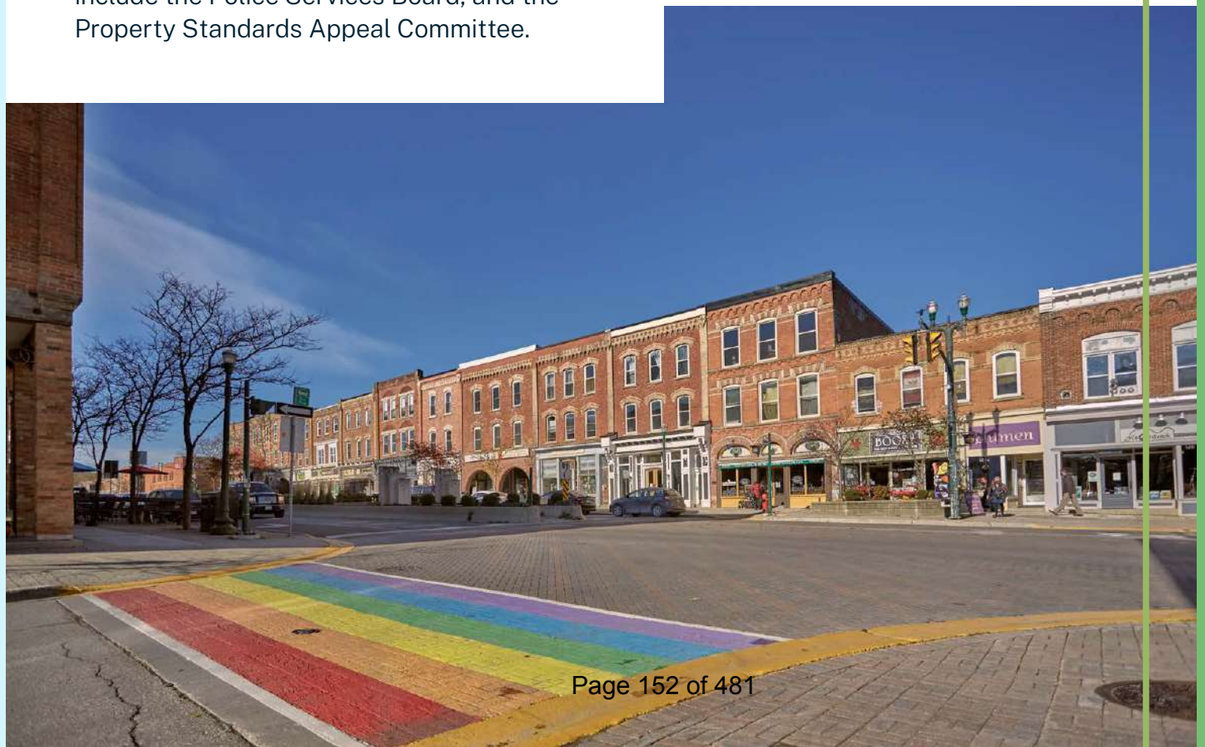
f) to maintain the financial integrity of the municipality; and

g) to carry out the duties of Council under this or any other Act.

In addition to the municipal Council, the basic model of municipal government often includes a board and committee system. This involves the appointment of several ongoing committees, each focused on a major functional area of municipal operations.

While these boards and committees are composed of Councilors, citizen appointees may be more prevalent on advisory committees such as those dealing with the environment, civic engagement, economic development, and architectural preservation. Most boards and committees are created entirely at Council's discretion, although a few are statutory and must adhere to certain provincial stipulations, usually relating to their composition. Examples of the latter include the Police Services Board, and the Property Standards Appeal Committee.





Council

Top Row:
Councillors
Tess Prendergast
Rick Stevens
Joe Andrews
Debbie Sherwood

Bottom Row:
Councillor Andy Macintosh
Mayor Lisa Post
Deputy Mayor Todd Taylor

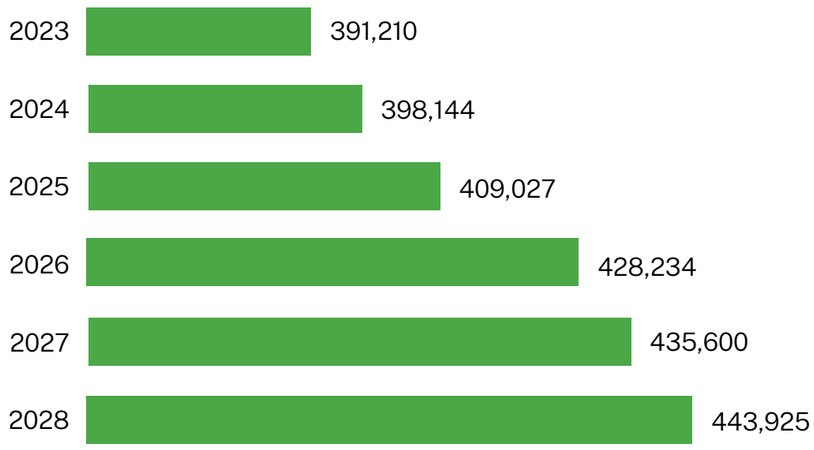
Committees

- Access Orangeville
- Age Friendly Advisory Committee
- Community Improvement Plan Committee
- Committee of Adjustment
- Economic Development and Culture
- Equity, Diversity and Inclusion Committee
- Fire Service Advisory Committee
- Heritage Orangeville
- Homelessness Task Force
- Mayor's Youth Advisory Council
- Official Plan Review Steering Committee
- Orangeville Police Services Board
- Orangeville Public Library Board
- Property Standards Appeal Committee and Dog Designation Appeal Committee
- Sustainable Orangeville

Council 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Council									
Compensation	292,006	301,265	308,306	7,041	2.3%	317,551	327,088	336,952	347,137
Professional Development and Assoc. Fees	14,354	21,000	21,500	500	2.4%	22,016	22,544	25,585	23,640
Office and Administration	24,758	29,600	29,913	313	1.1%	30,230	30,554	30,886	31,223
Public Relations, Promotions and Events	34,985	37,840	37,425	(415)	(1.1%)	38,230	47,048	41,177	40,925
Outside Services			1,000	1,000		1,000	1,000	1,000	1,000
Inter-Departmental Re-Allocations	815	1,505		(1,505)	(100.0%)				
Sub-total Expenses:	**366,918**	**391,210**	**398,144**	**6,934**	**1.8%**	**409,027**	**428,234**	**435,600**	**443,925**
Total Council Levy Impact	**366,918**	**391,210**	**398,144**	**6,934**	**1.8%**	**409,027**	**428,234**	**435,600**	**443,925**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	6,934	10,883	19,207	7,366	8,325

Individual Drivers not exceeding $10,000 have been excluded

Committees of Council 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Access Orangeville Committee									
Professional Development and Assoc. Fees		500	500			500	500	500	500
Office and Administration		415	422	7	1.7%	429	436	443	450
Public Relations, Promotions and Events	1,128	24,100	24,100			24,100	24,100	24,100	24,100
Sub-total Expenses:	**1,128**	**25,015**	**25,022**	**7**		**25,029**	**25,036**	**25,043**	**25,050**
Total Levy Impact	**1,128**	**25,015**	**25,022**	**7**		**25,029**	**25,036**	**25,043**	**25,050**
Emergency Committee									
Programs		10,200	10,400	200	2.0%	10,610	10,820	11,035	11,256
Sub-total Expenses:		**10,200**	**10,400**	**200**	**2.0%**	**10,610**	**10,820**	**11,035**	**11,256**
Total Levy Impact		**10,200**	**10,400**	**200**	**2.0%**	**10,610**	**10,820**	**11,035**	**11,256**
Heritage Orangeville									
Professional Development and Assoc. Fees		1,225	1,225			1,225	1,225	1,225	1,225
Office and Administration	75	730	732	2	0.3%	740	745	750	755
Public Relations, Promotions and Events	6,869	8,050	8,550	500	6.2%	8,550	8,550	8,550	8,550
Sub-total Expenses:	**6,944**	**10,005**	**10,507**	**502**	**5.0%**	**10,515**	**10,520**	**10,525**	**10,530**
Total Levy Impact	**6,944**	**10,005**	**10,507**	**502**	**5.0%**	**10,515**	**10,520**	**10,525**	**10,530**
Honours Committee									
Public Relations, Promotions and Events		2,000	2,000			2,000	2,000	2,000	2,000
Sub-total Expenses:		**2,000**	**2,000**			**2,000**	**2,000**	**2,000**	**2,000**
Total Levy Impact		**2,000**	**2,000**			**2,000**	**2,000**	**2,000**	**2,000**

Committees of Council 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Sustainable Orangeville									
User Fees	($382)								
Other Revenues	(1,195)								
Sub-total Revenues:	(1,577)								
Public Relations, Promotions and Events	13,697	30,000	30,000			30,000	30,000	30,000	30,000
Service and Lease Agreements	1,469								
Professional Fees	12,518								
Sub-total Expenses:	**27,684**	**30,000**	**30,000**			**30,000**	**30,000**	**30,000**	**30,000**
Transfers to(from) Reserve	(12,518)								
Total Transfers	**(12,518)**								
Total Levy Impact	**13,589**	**30,000**	**30,000**			**30,000**	**30,000**	**30,000**	**30,000**
Mayor's Youth Advisory Council									
Public Relations, Promotions and Events		5,000	10,000	5,000	100.0%	10,000	10,000	10,000	10,000
Sub-total Expenses:		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**
Total Levy Impact		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**
Age Friendly Committee									
Public Relations, Promotions and Events		5,000	10,000	5,000	100.0%	10,000	10,000	10,000	10,000
Sub-total Expenses:		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**
Total Levy Impact		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**

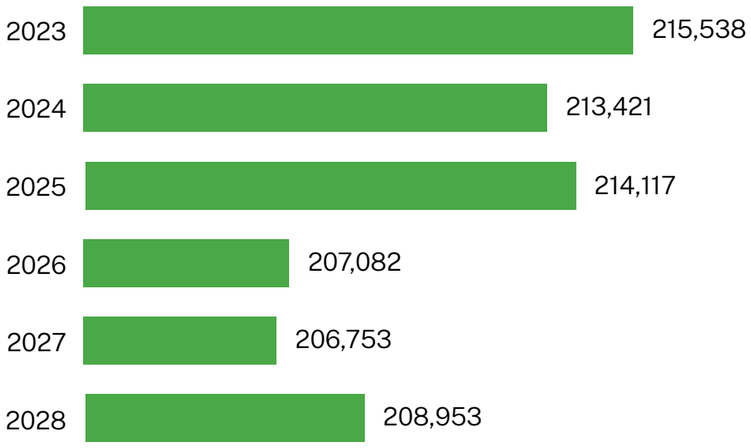
Committees of Council 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Homelessness Task Force									
Public Relations, Promotions and Events		5,000	10,000	5,000	100.0%	10,000	10,000	10,000	10,000
Sub-total Expenses:		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**
Total Levy Impact		**5,000**	**10,000**	**5,000**	**100.0%**	**10,000**	**10,000**	**10,000**	**10,000**
Equity Diversity and Inclusion									
Public Relations, Promotions and Events		10,000	10,000			10,000	10,000	10,000	10,000
Sub-total Expenses:		**10,000**	**10,000**			**10,000**	**10,000**	**10,000**	**10,000**
Total Levy Impact		**10,000**	**10,000**			**10,000**	**10,000**	**10,000**	**10,000**
Police Service Board									
Compensation	59,386	77,252	70,458	(6,794)	(8.8%)	70,666	63,141	62,312	64,005
Professional Development and Assoc. Fees	406	7,111	7,253	142	2.0%	7,398	7,546	7,697	7,851
Office and Administration	250	6,700	6,797	97	1.4%	6,895	6,995	7,097	7,196
Public Relations, Promotions and Events		965	984	19	2.0%	1,004	1,024	1,044	1,065
Professional Fees	1,222	20,000	10,000	(10,000)	(50.0%)	10,000	10,000	10,000	10,000
Inter-Departmental Re-Allocations	699	1,290		(1,290)	(100.0%)				
Sub-total Expenses:	**61,963**	**113,318**	**95,492**	**(17,826)**	**(15.7%)**	**95,963**	**88,706**	**88,150**	**90,117**
Total Levy Impact	**61,963**	**113,318**	**95,492**	**(17,826)**	**(15.7%)**	**95,963**	**88,706**	**88,150**	**90,117**
Total Committees Levy Impact	**83,624**	**215,538**	**213,421**	**(2,117)**	**(1.0%)**	**214,117**	**207,082**	**206,753**	**208,953**

Committees of Council 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Committees Levy Impact	**83,624**	**215,538**	**213,421**	**(2,117)**	**(1.0%)**	**214,117**	**207,082**	**206,753**	**208,953**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(2,117)	696	(7,035)	(329)	2,200
Inflationary Impact					
Prof Fees - Legal	(10,000)				
New committees - full year	15,000				

Individual Drivers not exceeding $10,000 have been excluded

Committees of Council 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 120 Committees										
11807.0000 Community Diversity and Inclusion Strategy	80,000									
Total Investment in Capital	**80,000**									
Less: Funding Sources										
Reserves/ Reserve Funds	80,000									
Total Other Funding Sources	**80,000**									
Total Committees Levy Impact										

Town of Orangeville

Capital Projects

Project	11807.0000 Community Diversity and Inclus --		
Department	Committees		
Version	3 Management Review 1	**Year**	2022

Description

Project Details

Motion 2021-
Moved by Councillor Post
Seconded by Councillor Andrews
Whereas the Town recently established an Equity, Diversity and Inclusion Committee to advise Council on matters and issues related to equity, diversity and inclusion;

And Whereas the Committee recommends the development of a Community Diversity and Inclusion Strategy to build a more inclusive community;

Now therefore be it resolved that $10,000 be included as a 2022 Capital Budget Item for the completion of a Community Diversity and Inclusion Strategy by the Town's Equity, Diversity and Inclusion Committee.

Additional funding is required to complete the a comprehensive strategy and therefore, $70K is being requested in the 2024 Budget.

Budget

Total	2022	2023	2024	2025	2026	2027-2031

Attributes

Attribute	Value	Comment
Department	Committees	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5	
Approval Status	Approved	
Project Reference		
Activity	B1284 <Generated>	
Strategic Plan		
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	



05 Administration



IN THIS CHAPTER

49 Corporate Allocations

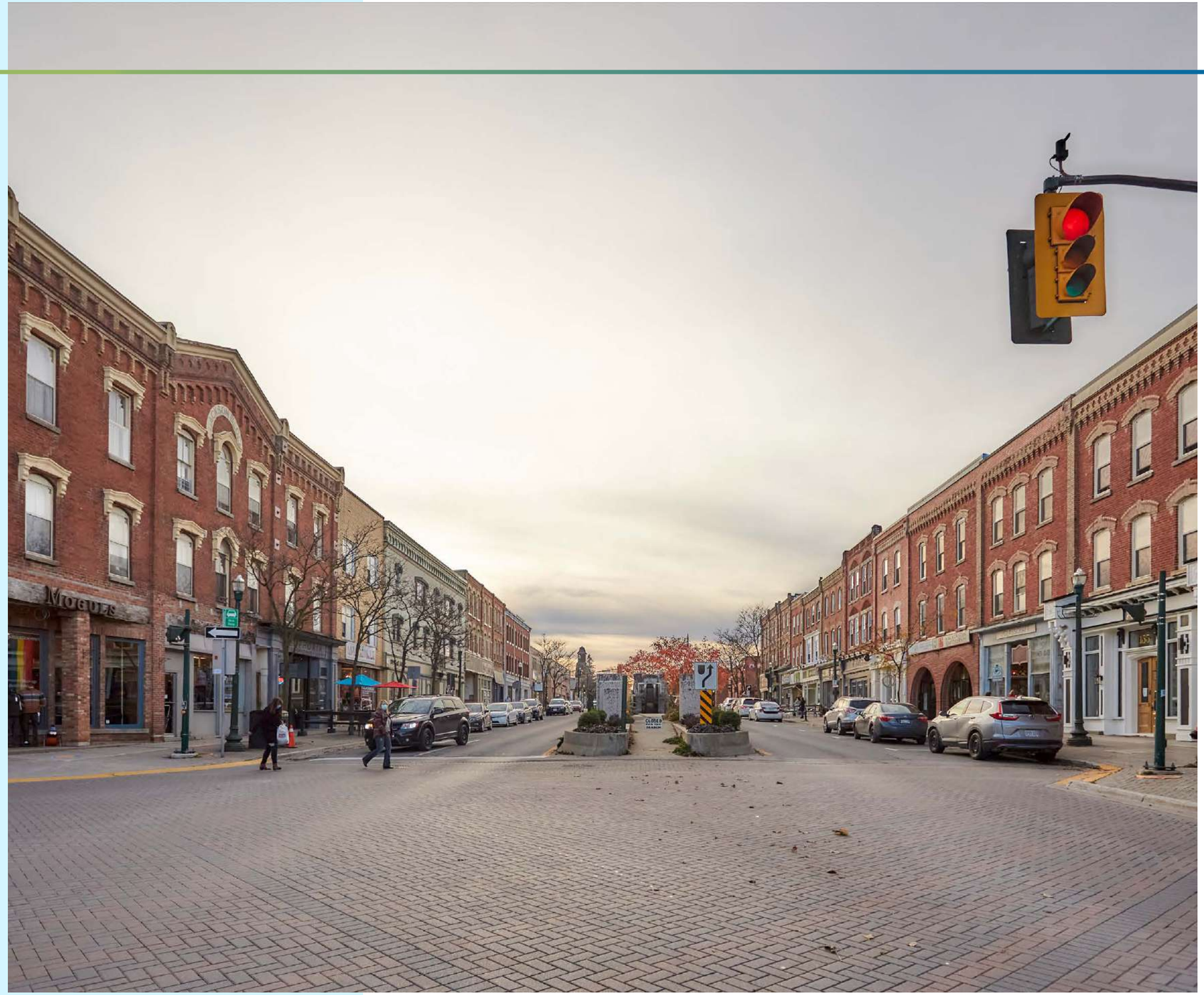
Administration

DAVID SMITH, CHIEF ADMINISTRATIVE OFFICER

The Town of Orangeville's operations are overseen by the Office of the Chief Administrative Officer (CAO).

The CAO leads the Town's Senior Leadership Team (SLT) consisting of three General Managers to provide corporate leadership and strategic support to all Town divisions. The CAO plays a major role in the efficient operations of the municipality by sitting at the intersection of council and staff. The Administration Office provides expert professional advice to Council and ensures Council's decisions; strategic plan objectives, and corporate priorities are implemented appropriately, and that programs and services are developed and implemented to meet the community's ever-changing needs while ensuring fiscal responsibility and accountability.

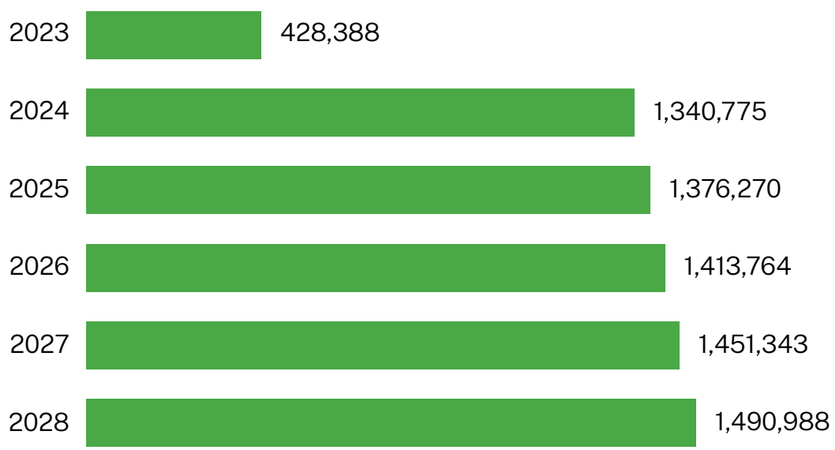
2023 saw the approval of the new Strategic Plan which acts as the guiding principles, goals and priorities for the corporation and Council. Other accomplishments included the Corporate Organizational Review which provides recommendations for greater efficiency of services, increased digital efficiencies, and a focus on increasing staff engagement and retention through staff surveys and increased communication.



Administration 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Administration									
Compensation	370,561	405,568	1,281,229	875,661	215.9%	1,315,976	1,351,694	1,388,471	1,426,279
Professional Development and Assoc. Fees	1,624	8,825	27,045	18,220	206.5%	27,630	28,228	28,838	29,462
Office and Administration	5,059	9,495	21,746	12,251	129.0%	21,692	22,648	22,614	23,596
Public Relations, Promotions and Events	1,126	2,600	2,655	55	2.1%	2,710	2,767	2,825	2,884
Equipment Purchases	152	1,470	3,100	1,630	110.9%	3,162	3,225	3,289	3,355
Outside Services			5,000	5,000		5,100	5,202	5,306	5,412
Inter-Departmental Re-Allocations	233	430		(430)	(100.0%)				
Sub-total Expenses:	378,755	428,388	1,340,775	912,387	213.0%	1,376,270	1,413,764	1,451,343	1,490,988
Total Administration Levy Impact	**378,755**	**428,388**	**1,340,775**	**912,387**	**213.0%**	**1,376,270**	**1,413,764**	**1,451,343**	**1,490,988**

5 Year Levy Impact - Operating



Material Drivers 2024–2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	912,387	35,495	37,494	37,579	39,645
Reallocations					
GM & EA Compensation	842,594				
GM & EA Expenses	25,400				
Inflationary Impact					
Salaries & Benefits	33,067	34,747	35,718	36,777	37,808
Service Level Impact					
GM & EA Expenses	11,400				

Individual Drivers not exceeding $10,000 have been excluded

Corporate Allocations 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Corporate Allocations									
PILs etc.	($176,216)	(192,930)	(205,430)	(12,500)	6.5%	(207,665)	(209,665)	(211,665)	(213,665)
Supplementary Taxes	(476,308)	(700,000)	(700,000)			(700,000)	(700,000)	(700,000)	(700,000)
ORDC Interest Income		(1,228,381)	(971,352)	257,029	(20.9%)	(680,000)	(680,000)	(680,000)	(680,000)
Penalties and Interest on Taxation	(419,722)	(370,000)	(400,000)	(30,000)	8.1%	(410,000)	(420,000)	(430,000)	(440,000)
User Fees	(335,903)	(8,000)	(8,000)			(8,000)	(8,000)	(8,000)	(8,000)
Fines	(86,031)	(110,000)	(110,000)			(110,000)	(110,000)	(110,000)	(110,000)
Investment Income	(710,419)	(1,238,745)	(750,000)	488,745	(39.5%)	(250,000)	(250,000)	(250,000)	(250,000)
Dividends from Orangeville Hydro	(458,952)	(515,011)	(515,000)	11	-	(515,000)	(515,000)	(515,000)	(515,000)
Sub-total Revenues:	**(2,663,551)**	**(4,363,067)**	**(3,659,782)**	**703,285**	**(16.1%)**	**(2,880,665)**	**(2,892,665)**	**(2,904,665)**	**(2,916,665)**
Compensation	(8,125)	191,000	1,008,714	817,714	428.1%	1,029,157	1,050,111	1,071,589	1,093,604
Grants	75,065	175,000	175,000			175,000	175,000	175,000	175,000
Charity Rebates		25,000	25,000			25,000	25,000	24,159	24,159
Insurance	743,194	819,824	956,426	136,602	16.7%	1,052,069	1,157,276	1,273,004	1,400,305
Credit Valley Conservation Authority	153,919	158,975	168,150	9,175	5.8%	172,150	176,250	180,452	184,760
Tax Write-offs	(23,898)	250,000	300,000	50,000	20.0%	350,000	400,000	450,000	500,000
Public Relations, Promotions and Events	25,182	12,000		(12,000)	(100.0%)				
Service and Lease Agreements	15,264	15,000	15,000			15,000	15,000	15,000	15,000
Service Charges	57,522	14,000	14,500	500	3.6%	15,000	15,500	16,000	31,500
Materials and Supplies	16,396	17,624	18,505	881	5.0%	19,430	20,402	21,422	22,493
Equipment Purchases	54,065								
Professional Fees	237,997	305,000	182,350	(122,650)	(40.2%)	209,741	237,173	249,648	252,167
Inter-Departmental Re-Allocations	(625,561)	(607,828)	(624,726)	(16,898)	2.8%	(624,726)	(624,726)	(484,890)	
Sub-total Expenses:	**721,020**	**1,375,595**	**2,238,919**	**863,324**	**62.8%**	**2,437,821**	**2,646,986**	**2,991,384**	**3,698,988**
Debt Charges Recovered	(85,015)	(86,120)	(89,812)	(3,692)	4.3%	(90,115)	(90,115)	(90,115)	(90,115)
Principal Re-payments	1,511,942	2,042,628	2,280,888	238,260	11.7%	2,623,787	2,105,832	1,531,166	1,605,861
Interest Expense	309,271	922,744	690,096	(232,648)	(25.2%)	1,333,858	1,836,759	1,899,185	1,824,002
Debt Service Charges	**1,736,198**	**2,879,252**	**2,881,172**	**1,920**	**0.1%**	**3,867,530**	**3,852,476**	**3,340,236**	**3,339,748**

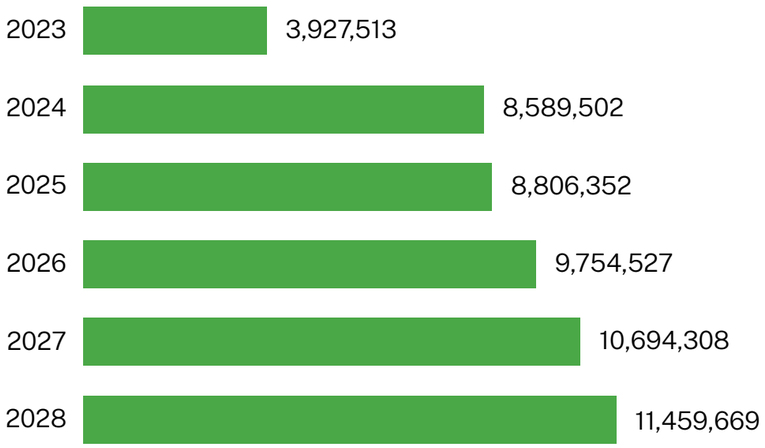
Corporate Allocations 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Transfers to(from) Reserve	1,812,619	1,223,180	3,629,193	2,406,013	196.7%	1,811,666	2,506,330	3,553,125	3,549,085
Transfer to Capital	2,605,395	2,812,553	3,500,000	687,447	24.4%	3,570,000	3,641,400	3,714,228	3,788,513
Total Transfers	**4,418,014**	**4,035,733**	**7,129,193**	**3,093,460**	**76.7%**	**5,381,666**	**6,147,730**	**7,267,353**	**7,337,598**
Total Corporate Allocations Levy Impact	**4,211,681**	**3,927,513**	**8,589,502**	**4,661,989**	**118.7%**	**8,806,352**	**9,754,527**	**10,694,308**	**11,459,669**

Corporate Allocations 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Corporate Allocations Levy Impact	**4,211,681**	**3,927,513**	**8,589,502**	**4,661,989**	**118.7%**	**8,806,352**	**9,754,527**	**10,694,308**	**11,459,669**

5 Year Levy Impact - Operating



Material Drivers 2024–2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	4,661,989	216,850	948,175	939,781	765,361
Reallocations					
Advertising	(12,000)				
One Time Reversed					
ORDC Interest	1,228,381				
Interest Income	488,745	500,000			
Trf to(from) Tax Rate Stabilization Res	866,638				
Professional Fees - Org Review	(150,000)				
Previously Endorsed					
Increase Levy funded Capital	687,447	70,000	71,400	72,828	74,285
Inflationary Impact					
PILs Commercial	(12,500)				
Penalties & Interest on Taxes	(30,000)	(10,000)	(10,000)	(10,000)	(10,000)
Salaries and Benefits		20,443	20,954	21,478	22,015
Professional Fees	27,350	27,391	27,432	12,475	
Insurance	136,602	95,643	105,207	115,728	127,301
Tax Write-offs	50,000	50,000	50,000	50,000	50,000
Inter-Departmental Trf	(16,898)			139,836	484,890
Trf to(from) Reserves and Capital	1,539,375	(1,817,527)	694,664	1,046,795	(4,040)
Debt Service Charges	1,920	986,358	(15,054)	(512,240)	(488)
Service Level Impact					
ORDC Interest	(971,352)	291,352			
Various new positions	817,714				
Inter-Departmental Trf	(18,548)				

Individual Drivers not exceeding $10,000 have been excluded

Corporate Allocations 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **240 Corporate Allocations**										
11710.0000 CF - Development Charge Study	100,000				130,000					
20347.1000 CF - Asset Management Plan	200,000				250,000					
20369.0000 Workforce Planning	53,060			57,433			60,000			63,000
Total Investment in Capital	353,060			57,433	380,000		60,000			63,000
Less: Funding Sources										
Development Charges	38,000									
Reserves/ Reserve Funds	315,060				76,000					
Total Other Funding Sources	**353,060**				**76,000**					
Total Corporate Allocations Levy Impact				**57,433**	**304,000**		**60,000**			**63,000**

Town of Orangeville

Capital Projects

Project 20369.0000 Workforce Planning --
Department Corporate Allocations
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Current Town Policy indicates that a salary review will be conducted once every 3 years. The last salary review commenced in 2021. It is important to check our market competitiveness against other municipal comparators.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**233,493**	**53,060**			**57,433**		**123,000**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Corporate System	23,060	23,060					
Trf from RF - General Capital	30,000	30,000					
	53,060	53,060					
Tax Levy							
Trf from Levy	180,433				57,433		123,000
	180,433				57,433		123,000
Funding Total	**233,493**	**53,060**			**57,433**		**123,000**

Attributes

Attribute	Value	Comment
Department	Corporate Allocations	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10	
Approval Status	Approved	
Project Reference		

Town of Orangeville

Capital Projects

Project 20369.0000 Workforce Planning --
Department Corporate Allocations
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Activity	B1118 <Generated>	
Strategic Plan	Corporate Capacity	APPROACHABILITY – Ensure access to Council and Town staff
Other plans and studies	Organzational Review	Pending results of Org Review
Other plans and studies		
Procurement	Yes	Q3
Communications	No	
Information Technology	No	

06 Ontario Provincial Police



OPP

The Town of Orangeville transitioned from its local police services, Orangeville Police Services (OPS), to the provincial police services, Ontario Provincial Police (OPP), on October 1st, 2020. The year 2023 represented the third and final year of transitional billing for OPP services, before moving to its standardized billing model in 2024. It is worthwhile to mention, for the years 2021-2023, the budget projections for OPP were based on FTE contracts, whereas for the year 2024 and beyond, the OPP budget will be converted into the standardized billing model, whereby billing is based on the proportionate volume of activity within Orangeville versus other OPP jurisdictions.

The transition to the standardized billing model, as projected, has generated substantial operational cost savings for the Town. The total savings from 2023 to 2024 are projected at $3.99M. Costs in 2024 include a one-time adjustment of roughly $700,000 that will be bring annual fees to roughly $4.7M in 2025.

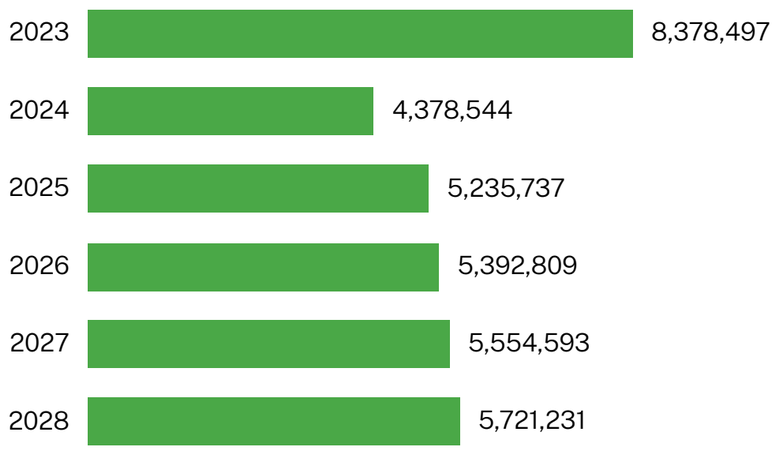
The transition did cost the Town upfront in the form of severance, pension top-ups, and facility retrofits. As Council is aware, these costs were funded through the Town's revolving Line of Credit (LOC). The LOC terms were negotiated to be **interest only payments for the first 3 years (2021-2023)**. It is worthwhile to note that the principle amounts for the period 2021-2023 were not forgiven, only delayed in alignment with the transitional years of the OPP's contract. Principal payments will begin as of January 1st, 2024.



Ontario Provincial Police 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Ontario Provincial Police									
User Fees	(60,751)	(500,000)	(704,697)	(204,697)	40.9%				
Grants	(456,781)	(155,418)	(149,744)	5,674	(3.7%)	(37,436)			
Sub-total Revenues	**(517,532)**	**(655,418)**	**(854,441)**	**(199,023)**	**30.4%**	**(37,436)**			
Professional Development and Assoc. Fees	9,891								
Materials and Supplies	2,797								
Equipment Purchases	33,876								
Outside Services	8,709,827	8,878,497	5,083,241	(3,795,256)	(42.7%)	5,235,737	5,392,809	5,554,593	5,721,231
Professional Fees		155,418	149,744	(5,674)	(3.7%)	37,436			
Sub-total Expenses	**8,756,391**	**9,033,915**	**5,232,985**	**(3,800,930)**	**(42.1%)**	**5,273,173**	**5,392,809**	**5,554,593**	**5,721,231**
Total OPP Levy Impact	**8,238,859**	**8,378,497**	**4,378,544**	**(3,999,953)**	**(47.7%)**	**5,235,737**	**5,392,809**	**5,554,593**	**5,721,231**

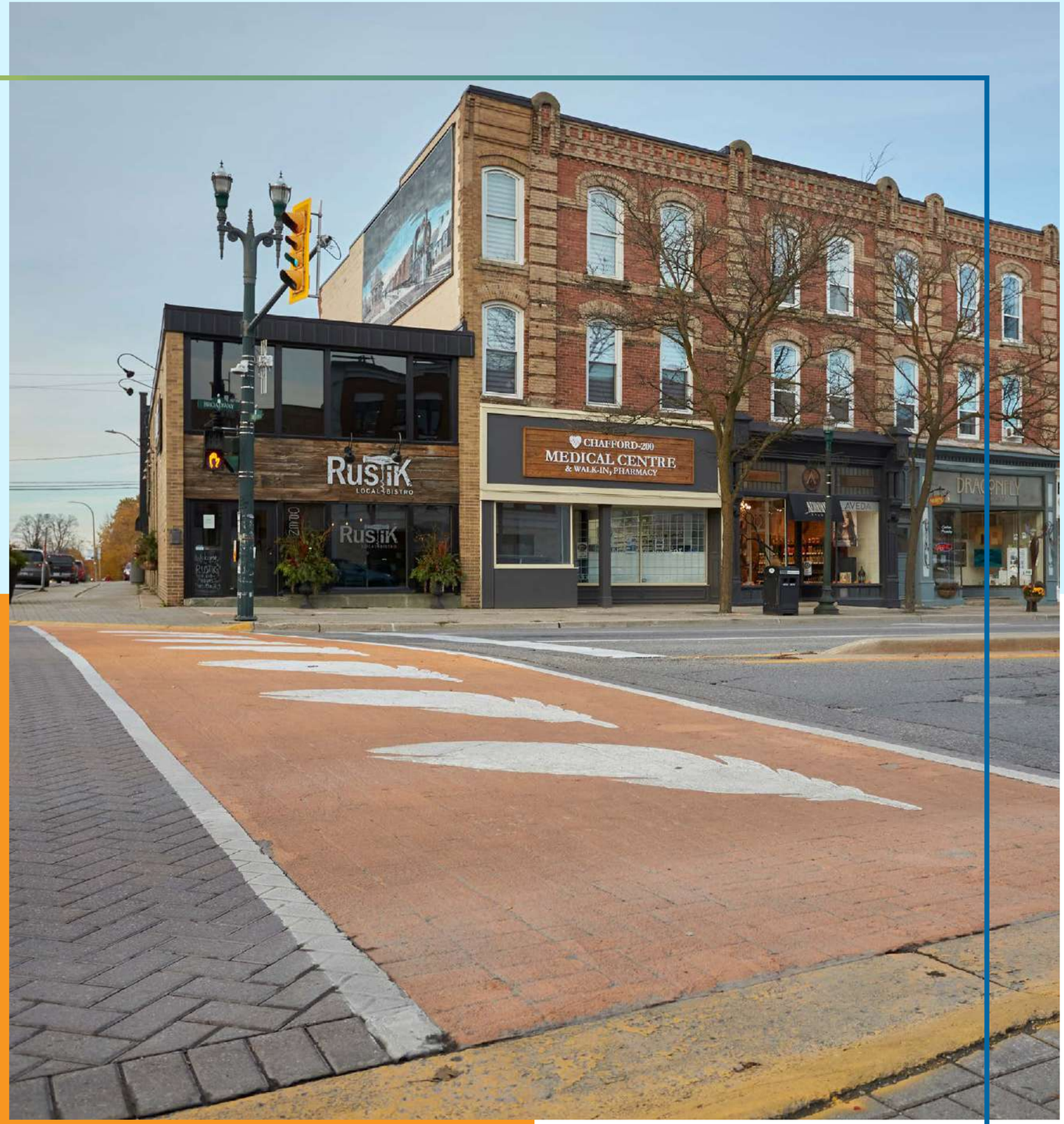
5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(3,999,953)	857,193	157,072	161,784	166,638
Inflationary Impact					
OPP Billing	202,112	152,496	157,072	161,784	166,638
One time items					
Other Revenue	(204,697)				
Service Level Impact					
OPP Billing Transition to new billing model	(3,997,368)				
Other Revenue removal		704,697			

Individual Drivers not exceeding $10,000 have been excluded



07 Corporate Services

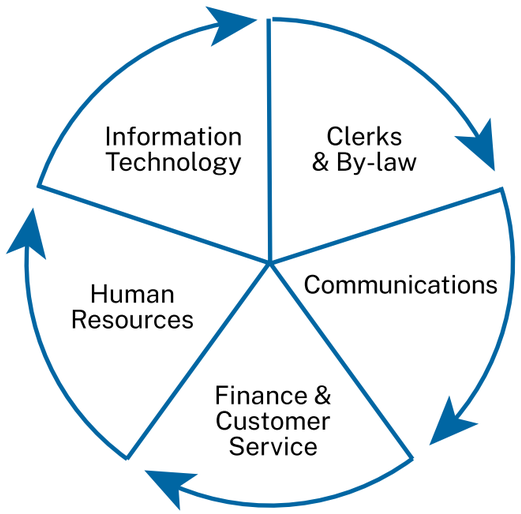
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74 Information Technology
86 Human Resources
92 Communications

Corporate Services

CHRIS MOORE, ACTING CORPORATE SERVICES GENERAL MANAGER

The Corporate Services Department serves as a central hub for delivering comprehensive support to both our internal and external stakeholders. We leverage specialized knowledge and best practices across various domains including: Finance, Clerks, Human Resources, Communications and Information Technology.



In alignment with the Town's strategic priorities, we strive to work collaboratively to advance the goals of the corporation. We are proud of our accomplishments, which are a direct result of our collective teamwork. These accomplishments include:

- continuation of Asset Management capacity building;
- continued implementation of Human Resources Information System (Dayforce);
- consistent enhancement of our online communications;
- update to Town's procurement policy; and
- modernization of records management practices

In 2023, we commenced a new term of Council, and strived to create a clear and unified path forward. We now enter the 2024 budget year with new leadership in Corporate Services and new management across multiple divisions. In doing so, the Corporate Services team is committed to:

FOSTERING A STRONGER CULTURE

We will emphasize cross-divisional communication and collaboration, celebrating our achievements along the way

ENHANCED BUSINESS SUPPORT

We will provide more effective business support to internal and external clients through improved communication, community engagement and an updated customer service framework

SUSTAINABILTY AND ASSET MANAGEMENT

Our focus will remain on financial sustainability, building foundational elements of a long-term financial strategy. We will continue refining and improving data as well navigate towards a holistic culture of asset management

SERVICE MODERNIZATION

We will continue our service modernization journey with a focus on process improvements and software integrations. We will undertake an IT Master Plan, to ensure the necessary resources and strategies are in place to fully leverage the power of technology across all business units

Corporate Services is at the core of this organization and critical to the success of all service areas. As such the Corporate Services team is committed to enhancing our collaboration and teamwork. We are dedicated to understanding and living the Town's new strategic plan.

Our focus will continue to be on operational excellence and fiscal responsibility, and we will ensure this is achieved by being professional, holistic, open, inclusive and empowering. The Corporate Services team looks forward to 2024 as we face new challenges, embrace opportunity, and support Council's vision for the Town.

Leadership Team



Chris Moore
ACTING CORPORATE SERVICES GENERAL MANAGER



Patrick Kelly
TREASURER



Tracy MacDonald
ACTING TOWN CLERK



Ade Adeyomoye
ACTING INFORMATION TECHNOLOGY MANAGER



Jennifer Gohn
HUMAN RESOURCES MANAGER



Jessie McGibbon
ACTING COMMUNICATIONS MANAGER

Finance

PATRICK KELLY, TREASURER

The Finance Division of Corporate Services provides strategic advice, financial and risk management expertise, financial planning as it relates to the multi-year budgeting process, reporting of annual financial performance, overall management of property taxation, asset management, procurement, and centralized customer service support.

The 2023 fiscal year continued to present significant challenges in municipal finance with global inflationary pressures. The year also saw some staffing transition for the Finance Division, including new leadership on-boarded in late Q3. Despite these challenges, Team Finance has continued to strive for operational excellence. Through collaboration within the Finance Division, staff have strengthened the Town's 10-year Capital Forecast and multi-year budgeting; ensured accurate and timely financial reporting; provided exemplary customer service; protected and defended Town's Assessment Base; monitored investment strategies under volatile market conditions; maintained Credit Ratings; and supported divisional project implementation across the organization.

Some of the other notable success stories from 2023 include: the continued development of a corporate culture of holistic asset management, shifting focus towards development of an Asset Management Plan for non-core Infrastructure Assets, in accordance with O. Reg. 588/17; the establishment of an updated Procurement Policy to ensure accountability, transparency and efficiency within procurement services across the organization; and increased capital funding to support stable, reliable and predictable long-term infrastructure funding, shifting away from traditional reliance upon non-sustainable revenue streams.

The 2024 budget for the Finance Division reflects another incremental step forward in building capacity within the division to maintain operational excellence in meeting the demands for service, both internally and externally. This capacity will enable the division to take on new and continued challenges in the upcoming years including:

a) Update and modernization of Financial Accounting and Taxation Software, in alignment with other Enterprise Asset Management System (EAMS) improvements;

b) 2024 Development Charges Background Study and 2024 Water and Wastewater Rates Study;

c) Multi-year project to establish of a Debt Management Strategy, Investment Strategy, and Reserve Fund Strategy, all of which are foundational components of a Long-Term Funding Plan;

d) Implementation and support of updated procurement standards;

e) Phase II of the Town's Asset Management Plan, as per O. Reg 588/17;

f) Stormwater Rate Study and Analysis;

g) Enterprise Risk Management;

h) Debt and Investment Analysis and Corporate Credit Rating Management; and

i) Supporting Infrastructure Services and Community Services with project management of various strategic initiatives



By the numbers

Who We Serve

31,000
residents of Orangeville

10,000
properties

17
business divisions

11,000
utility accounts

How We Measure

21,962 Customer Service Calls to date
8,500 Invoices Processed
21k Tax Bills Issued
10k Utility Accounts
$4.7B Property Assessment
$24.4M Salaries & Benefits Paid
$40M Net Budget
$71.5M Revenue Collections

- $515k Cash
- $1.2k Debit
- $10.8M Cheques
- $60M Online (EFT and PAP)

What We Do

- Development and management of annual budget and audit process
- Management of taxation and utility billing
- Strategic financial management
  - Policy Development
  - Asset Management
  - Reserves
  - Debt
  - Investment
  - Grants
- Provide centralized customer service organization wide
- Management of the Town's property assessment base
- Operational Financial Management
  - Accounts Payable
  - Accounts Receivable
  - Payroll
  - Development Charges
  - Issuing Tax Certificates
  - Processing Payments
  - Banking
  - Variance Analysis
- Provide town wide centralized procurement support.
- Provide town wide centralized asset management support.

Accomplishments

- Delivery and Management of International Award-winning budget of over $82 Million in Capital and $62 Million in Operating
- Successfully defending and protecting town wide assessment base of $4.6 Billion
- Completed various requests for proposals/quotes for projects beginning at the end of 2023 or in 2024, such as the Asset Management Plan and Development Charges Study.
- Keeping status quo while experiencing staffing changes within the division
- Enhanced division processes such as the digitization of Accounts Payable records and Customer Service records

Who We Are

Treasurer: 1

Deputy Treasurer: 1

Supervisor of Customer Service, Revenue & Taxation: 1

Asset Management Specialist: 1

Financial Analyst: 1

Accounts Payable: 1

Payroll: 2

Centralized Customer Service: 4

Senior Procurement Specialist: 1

Tax and Revenue Clerk: 1

Senior Financial Analyst: 1



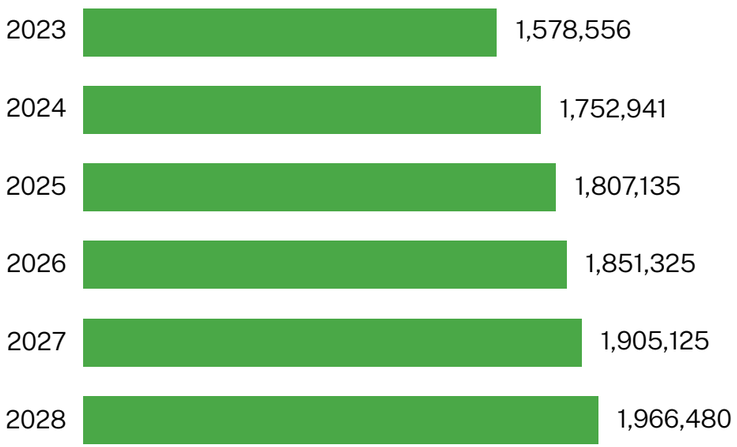
Finance 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Finance									
User Fees	(77,328)	(94,561)	(81,530)	13,031	(13.8%)	(83,030)	(84,279)	(85,549)	(86,840)
Grants	(2,100)								
Fines	(1,478)	(5,661)	(3,175)	2,486	(43.9%)	(3,195)	(3,215)	(3,236)	(3,257)
Other Revenues		(3,000)	(3,000)			(3,000)	(3,000)	(3,000)	(3,000)
Sub-total Revenues:	**(80,906)**	**(103,222)**	**(87,705)**	**15,517**	**(15.0%)**	**(89,225)**	**(90,494)**	**(91,785)**	**(93,097)**
Compensation	1,186,028	1,628,703	1,704,653	75,950	4.7%	1,752,794	1,802,340	1,853,496	1,906,195
Professional Development and Assoc. Fees	17,637	14,500	27,400	12,900	89.0%	27,948	28,507	29,077	29,659
Office and Administration	73,472	69,592	70,689	1,097	1.6%	72,589	73,307	75,252	76,022
Public Relations, Promotions and Events	9,047	1,100	1,122	22	2.0%	1,144	1,167	1,190	1,214
Licences and Support	41,085	44,529	47,775	3,246	7.3%	45,670	46,582	47,514	48,465
Maintenance and Repairs	4,078	4,762	4,857	95	2.0%	4,954	5,053	5,155	5,258
Equipment Purchases	3,656	4,000	4,080	80	2.0%	4,162	4,245	4,330	4,417
Professional Fees	39,474	33,500	29,770	(3,730)	(11.1%)	36,799	30,318	30,596	38,047
Inter-Departmental Re-Allocations	(88,352)	(62,750)	(69,700)	(6,950)	11.1%	(69,700)	(69,700)	(69,700)	(69,700)
Sub-total Expenses:	**1,286,125**	**1,737,936**	**1,820,646**	**82,710**	**4.8%**	**1,876,360**	**1,921,819**	**1,976,910**	**2,039,577**
Transfers to(from) Reserve	20,000	(56,158)	20,000	76,158	(135.6%)	20,000	20,000	20,000	20,000
Total Transfers	**20,000**	**(56,158)**	**20,000**	**76,158**	**(135.6%)**	**20,000**	**20,000**	**20,000**	**20,000**
Total Finance Levy Impact	**1,225,219**	**1,578,556**	**1,752,941**	**174,385**	**11.0%**	**1,807,135**	**1,851,325**	**1,905,125**	**1,966,480**

Finance 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Finance Levy Impact	**1,225,219**	**1,578,556**	**1,752,941**	**174,385**	**11.0%**	**1,807,135**	**1,851,325**	**1,905,125**	**1,966,480**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	174,385	54,194	44,190	53,800	61,355
Reallocations					
GM & EA Compensation	(125,616)				
CSR reallocation	257,845				
Inflationary Impact					
Salaries & Benefits	39,114	48,141	49,546	51,156	52,699
Transfers to(from) Reserve	76,158				
Professional Development	12,900				
Service Level Impact					
Financial Analyst - Contract	(118,006)				
Staffing Restructuring	22,613				

Individual Drivers not exceeding $10,000 have been excluded

Finance 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **260 Finance**										
21167.1000 Photocopier--Town Hall-87 Broadway		20,000								
B1401.0000 Document Folding & Inserting System	20,000									
Total Investment in Capital	**20,000**	**20,000**								
Less: Funding Sources										
Reserves/ Reserve Funds		4,000								
Total Other Funding Sources		**4,000**								
Total Finance Levy Impact	**20,000**	**16,000**								

Town of Orangeville

Capital Projects

Project B1401.0000 Document Folding & Inserting System
Department Finance
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Replacement of Folder-Inserter as the current system is nearing it's end of life and parts will not be available for it. It is necessary to update the system to ensure there is no interruption with mailing.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**20,000**	**20,000**					
Funding							
Tax Levy							
Trf from Levy	20,000	20,000					
	20,000	20,000					
Funding Total	**20,000**	**20,000**					

Attributes

Attribute	Value	Comment
Department	Finance	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1401 <Generated>	
Strategic Plan	Corporate Capacity	INNOVATION – Promote service delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1401.0000 Document Folding & Inserting System
Department Finance
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Clerks

TRACY MACDONALD, ACTING TOWN CLERK

The Clerk's Division is responsible for legislative services to Council and its advisory committees, managing the records of the Town, freedom of information, by-law enforcement, processing permits and licences as well as administering the municipal election.

The key initiatives we are undertaking in 2024 include:

- Increased focus on the Town's Records Management Program including ongoing education with respect to records management best practices;
- Enhancements to the by-law enforcement program including the development of a workplan with respect to administrative monetary penalties;
- Continuing implementation of additional agenda management software features to enhance meeting efficiency;
- Review of the Town's Regulatory By-laws, per Council's approved work plan, to align with the needs of the community;



By the numbers

Who We Serve

31,000
residents of Orangeville

17
divisions within the Town

Businesses and Not-for-profit organizations in the Town

Council and Committee members

Visitors

Who We Are

Clerk: 1

Deputy Clerk: 1

Supervisor, Licensing & By-law Enforcement: 1

Assistant Clerk: 1

Licensing and Council Services Assistant: 1

Legislative Coordinator: 1

Legislative Assistant: 1

Records Coordinator: 1

Records Assistant: 1

By-law Officers: 2

Part-time By-law Officers: 3

How We Measure

Marriage Licences: 222

Burial Permits: 306

Restaurant Licences: 104

Mobile Food Vendors: 9

Sale of Fireworks: 7

Pet Shops: 2

Hens: 2

Lottery Licences: 18

Vehicle For Hire:

- Drivers: 31
- Owners: 14
- Brokers: 3
- Transportation Network Companies: 1

Sign Permits: 122

Commissioning of Documents: 108

Freedom of Information Requests: 21

Committee of Adjustment Applications: 16

Meetings planned to the end of 2023:

- Council Meetings: 26
- Public Meetings: 4
- Committee Meetings: 57

By-law complaints: 813

By-law inquiries: 91

False Alarm files: 148

Parking Tickets: 3,288

What We Do

- The Clerk's Division facilitates the decision-making function of the Town by providing legislative and administrative support to Council and Committees of Council, including internal and external stakeholders.
- Administer and coordinate Council and Committee agenda management, including the distribution and reporting out of decisions and directions.
- Coordinate the committee recruitment and appointment process, including orientation and training program.
- Conduct municipal elections and the Council orientation process.
- Develop and administer the records management program for the corporation and manage inactive files transferred to the Records Centre and the Dufferin Museum.
- Administer access and privacy requirements and coordinate Municipal Freedom of Information and Protection of Privacy requests.
- Manage the Town's licensing program: Lottery, Restaurants, Fireworks Display, Mobile Food Vendors, Pet Shops, Hens, Vehicle for Hire, Signs, Towing Services and Vehicle Storage Yards.
- Management of Vital Statistics: Marriage and Death registrations.
- Provide Commissioner of Oaths services.
- Community Standards Enforcement, including Property Standards, Signs, Zoning, Noise, Parking.

Accomplishments

- Completed the 2022 Municipal and School Board election cycle – incl. candidate financial filings and public reporting requirements
- Facilitated appointments to 7 boards and 11 advisory committees, including the recruitment and onboarding of 68 volunteers
- Streamlined Council and Committee Meeting Procedures – incl. enhancements to agenda management system and meeting processes
- Enhancements of Records Program – incl. updating the Town's Records Retention By-law
- Initiated False Alarm education pilot program
- Updated Parking Set Fine amounts
- Provision of licensing and enforcement services related to Vehicle for Hire for Grand Valley, Mono, Shelburne

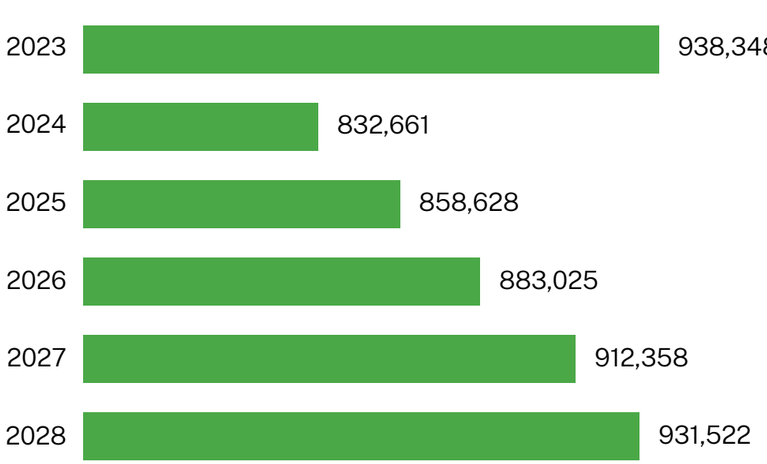
Clerks 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Clerks									
User Fees	(23,945)	(24,100)	(24,100)			(24,200)	(24,400)	(24,600)	(24,800)
Licences and Permits	(72,628)	(76,500)	(114,500)	(38,000)	49.7%	(116,250)	(117,500)	(119,000)	(120,250)
Other Revenues	(4,956)								
Sub-total Revenues:	**(101,529)**	**(100,600)**	**(138,600)**	**(38,000)**	**37.8%**	**(140,450)**	**(141,900)**	**(143,600)**	**(145,050)**
Compensation	885,949	1,113,023	804,761	(308,262)	(27.7%)	826,578	894,550	872,208	896,072
Professional Development and Assoc. Fees	8,218	21,700	23,900	2,200	10.1%	24,150	26,900	24,750	25,100
Office and Administration	92,540	31,900	32,800	900	2.8%	34,900	162,850	37,050	38,100
Public Relations, Promotions and Events	16,310	2,200	3,200	1,000	45.5%	3,350	13,500	3,650	3,800
Licences and Support	14,485	16,000	16,500	500	3.1%	17,000	17,500	18,000	18,500
Maintenance and Repairs		700	700			800	900	1,000	1,100
Equipment Purchases	5,287	10,000	10,000			10,000	10,000	10,000	10,000
Outside Services	57,507	3,200		(3,200)	(100.0%)	2,900	83,000	3,900	
Professional Fees		5,700	9,000	3,300	57.9%	9,000	8,000	10,000	8,500
Inter-Departmental Re-Allocations	1,048	1,935		(1,935)	(100.0%)				
Sub-total Expenses:	**1,081,344**	**1,206,358**	**900,861**	**(305,497)**	**(25.3%)**	**928,678**	**1,217,200**	**980,558**	**1,001,172**
Transfers to(from) Reserve	(68,304)	(167,410)	70,400	237,810	(142.1%)	70,400	(192,275)	75,400	75,400
Total Transfers	**(68,304)**	**(167,410)**	**70,400**	**237,810**	**(142.1%)**	**70,400**	**(192,275)**	**75,400**	**75,400**
Total Clerks Levy Impact	**911,511**	**938,348**	**832,661**	**(105,687)**	**(11.3%)**	**858,628**	**883,025**	**912,358**	**931,522**

Clerks 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Clerks Levy Impact	**911,511**	**938,348**	**832,661**	**(105,687)**	**(11.3%)**	**858,628**	**883,025**	**912,358**	**931,522**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(105,687)	25,967	24,397	29,333	19,164
Reallocation					
GM & EA Compensation Reallocation	(73,360)				
CSR Compensation Reallocation	(85,948)				
Licencing related revenue to Clerks	(47,000)				
Reallocation of bylaw staff	35,120				
Inflationary Impact					
Trf from Reserve - contracts (end 2023)	222,810				
Salaries and Benefits - contracts (end 2023)	(222,810)				
Salaries and Benefits	38,736	21,817	22,497	23,133	23,864
Trf to Reserve - Elections	15,000				
Service Level Impact					
Election Costs			264,775	(261,775)	
Trf from Reserve - Elections			(267,675)	267,675	

Individual Drivers not exceeding $10,000 have been excluded

Clerks 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **160 Clerks**										
21167.0000 Photocopier			10,000							
B1409.0000 RP - Records and Information Management Strategy	125,000									
B1410.0000 RP - Provision for RIM Software Application(s)	220,442	34,729	36,465	38,288	40,202	42,212	44,323	46,539	48,866	51,309
Total Investment in Capital	**345,442**	**34,729**	**46,465**	**38,288**	**40,202**	**42,212**	**44,323**	**46,539**	**48,866**	**51,309**
Less: Funding Sources										
Reserves/ Reserve Funds	318,367	6,000	8,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Other Funding Sources	**318,367**	**6,000**	**8,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**
Total Clerks Levy Impact	**27,075**	**28,729**	**38,465**	**32,288**	**34,202**	**36,212**	**38,323**	**40,539**	**42,866**	**45,309**

Town of Orangeville

Capital Projects

Project B1409.0000 RP - Records and Information Management Strategy
Department Clerks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Municipalities, similar to all government agencies, often face challenges in organizing and managing complex information. Effective records and information management establishes a framework for efficiently and effectively managing records of all formats. The records and information management (RIM) program will ensure that the Town of maintains, preserves and disposes of records in accordance with fiscal, operational, legal and regulatory requirements and in accordance with historical/archival needs. Undertaking a comprehensive strategy will be a means of facilitating good record and information keeping practices, fostering greater accountability and transparency in records and information management. From storage to final disposition, the Town needs to ensure a comprehensive strategy and policies are in-place. An external agency will be solicited to help the Town establish an effective Records and Information Management (RIM) Program. The strategy will focus on how to properly manage electronic records, including how to properly scan and digitize, how to better manage email records. Subsequent to this strategy and any resulting policy updates, staff will look for appropriate software solutions to build a robust records and information management program. Project has been funded by reprioritized funds.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Clerks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Legislated	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1409 <Generated>	
Strategic Plan	Corporate Capacity	Approachability
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	Yes	Q3

Town of Orangeville

Capital Projects

Project B1410.0000 RP - Provision for RIM Software Application(s)
Department Clerks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
In alignment with a forthcoming strategy on records and information management, and any resulting policy updates, staff will explore the marketplace for software solutions to build a robust records and information management program. The successful application must be capable of fulfilling the Town's long-term records and information management needs in an efficient manner that integrates seamlessly with other software platforms throughout the organization. This project will proceed only when a clear Records and Information Management Strategy has been established. Project has mostly been funded by reprioritized funds.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**416,008**	**33,075**	**34,729**	**36,465**	**38,288**	**40,202**	**233,249**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Corporate System	60,000	6,000	6,000	6,000	6,000	6,000	30,000
	60,000	6,000	6,000	6,000	6,000	6,000	30,000
Tax Levy							
Trf from Levy	356,008	27,075	28,729	30,465	32,288	34,202	203,249
	356,008	27,075	28,729	30,465	32,288	34,202	203,249
Funding Total	**416,008**	**33,075**	**34,729**	**36,465**	**38,288**	**40,202**	**233,249**

Attributes

Attribute	Value	Comment
Department	Clerks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Legislated	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1410 <Generated>	

Town of Orangeville

Capital Projects

Project B1410.0000 RP - Provision for RIM Software Application(s)

Department Clerks

Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	Approachability
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q4
Communications	No	
Information Technology	Yes	Q4



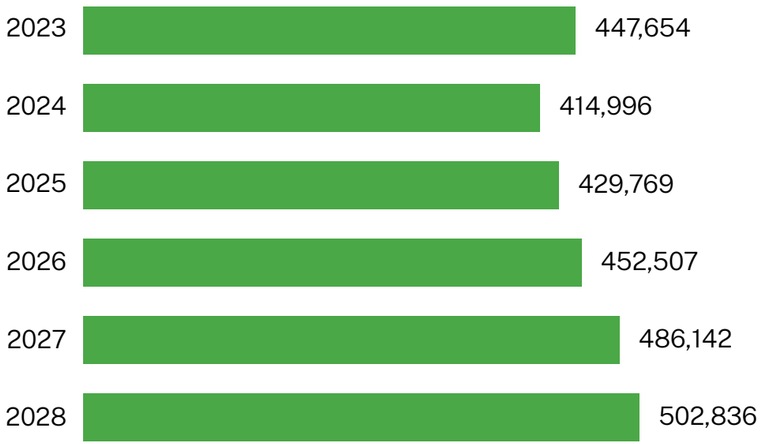
Clerks // By-Law Enforcement 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
By-Law Enforcement									
Licences and Permits	(51,678)	(45,000)		45,000	(100.0%)				
Agreement and Lease Revenue	(3,671)	(3,000)		3,000	(100.0%)				
Fines	(124,570)	(90,000)	(120,000)	(30,000)	33.3%	(120,000)	(120,000)	(120,000)	(120,000)
Other Revenues	(12,263)	(15,000)	(19,000)	(4,000)	26.7%	(19,000)	(19,000)	(19,000)	(19,000)
Sub-total Revenues:	**(192,182)**	**(153,000)**	**(139,000)**	**14,000**	**(9.2%)**	**(139,000)**	**(139,000)**	**(139,000)**	**(139,000)**
Compensation	465,859	496,399	385,391	(111,008)	(22.4%)	396,312	407,563	419,183	431,152
Insurance	4,617	5,171	6,724	1,553	30.0%	7,396	8,136	8,950	9,845
Professional Development and Assoc. Fees	4,150	7,650	7,700	50	0.7%	7,850	8,000	8,150	8,300
Office and Administration	5,809	13,750	13,350	(400)	(2.9%)	13,750	14,175	14,600	15,025
Public Relations, Promotions and Events	114	500	600	100	20.0%	600	650	700	750
Licences and Support	219	800	800			850	850	900	900
Service and Lease Agreements	18	23,076	30,849	7,773	33.7%	31,467	32,097	32,739	33,393
Safety Equipment and Clothing	932	3,600	4,000	400	11.1%	4,000	4,100	4,200	4,300
Fuel	7,769	2,900	8,934	6,034	208.1%	9,828	10,810	11,891	13,080
Materials and Supplies	10,680	7,400	7,750	350	4.7%	8,000	8,300	8,550	8,850
Maintenance and Repairs	12,034	17,316	24,814	7,498	43.3%	25,364	25,820	26,279	26,741
Equipment Purchases	197		800	800	100.0%	850	900	950	1,000
Outside Services	2,275	1,200	1,300	100	8.3%	1,400	1,500	1,600	1,700
Professional Fees	70,693	84,850	85,150	300	0.4%	85,750	86,100	86,450	86,800
Inter-Departmental Re-Allocations	466	860		(860)	(100.0%)				
Sub-total Expenses:	**585,832**	**665,472**	**578,162**	**(87,310)**	**(13.1%)**	**593,417**	**609,001**	**625,142**	**641,836**
Transfers to(from) Reserve	(73,597)	(64,818)	(24,166)	40,652	(62.7%)	(24,648)	(17,494)		
Total Transfers	**(73,597)**	**(64,818)**	**(24,166)**	**40,652**	**(62.7%)**	**(24,648)**	**(17,494)**		
Total By-Law Levy Impact	**320,053**	**447,654**	**414,996**	**(32,658)**	**(7.3%)**	**429,769**	**452,507**	**486,142**	**502,836**

Clerks // By-Law Enforcement 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total By-Law Levy Impact	**320,053**	**447,654**	**414,996**	**(32,658)**	**(7.3%)**	**429,769**	**452,507**	**486,142**	**502,836**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(32,658)	14,773	22,738	33,635	16,694
Reallocations					
CSR Reallocation	(85,948)				
Licencing revenue to Clerks	47,000				
Bylaw staff	(35,120)				
Previously Endorsed					
Vehicle Lease-Enterprise	12,821				
Trf from Reserve-Enterprise				17,494	
Inflationary Impact					
Salaries & Benefits	10,060	10,921	11,251	11,620	11,969
Parking Fines	(30,000)				
Trf from Reserve - Working Funds	41,126				

Individual Drivers not exceeding $10,000 have been excluded

Information Technology

ADE ADEYOMOYE, ACTING INFORMATION TECHNOLOGY MANAGER



Technology and information play an integral role in how we deliver excellent programs and services to the departments and divisions that serve the citizens and businesses of Orangeville. From systems that monitor water quality to real-time technology, to tracking bus locations from a phone or computer, the town is embracing resident-focused technology that helps to improve day-to-day service experiences for all. Technology and information also play a role in providing the tools that Town Staff need to do their work daily, whether in the office, in the field, or while working remotely. Our people are our greatest asset – they work at the Town because of their desire to serve and to make a positive impact in the community. IT is focused on working with managers, staff, and senior leaders to ensure that the right information is available to continue to serve the citizens and businesses in Orangeville.

From late 2022 to early 2023 there was a significant transition in the leadership of the Information Technology division which led to a town-wide review of all programs and initiatives under the responsibility of the Manager of Information and Technology.

The objective of the review and related actions was to reset the priorities and approaches within IT and to set the division on a new path that aligned with the goals and objectives of the organization. This review led to the restructuring of the existing IT division to a more business-focused and dynamic (agile) team, now seen by other departments/divisions as a supporting partner, and not just an enabler. The changes include the addition of a Jnr. Helpdesk technician and IT Technician who significantly reduced the turnaround time of the resolution of issue logs year to date. Also, the creation of two project-focus offices (Enterprise projects and IT Transformation projects) has enabled the IT team to simultaneously and readily address lingering projects that were either abandoned or unnecessarily prolonged in the past.

Post-restructuring, the team undertook a few projects alongside our internal stakeholders and has gained major milestones in a few. A few of the initiatives/projects are listed below:

- Parking Ticket Management System replacing the unsupported legacy manual system.
- Upgrading the Financial solution (GP) to the latest version to address the issues related to support and security.
- Development of a GIS Strategy - to implement a standardized workflow, structure, and governance in for the Town's assets and spatial information.
- GIS- Street Scan – provided the latest and cleaned copies of Town digital road network for the Street Scan project
- Enterprise Architecture development – Built the Application architecture for implementation of EA principles.
- Revamp of council chamber technology to enhance meetings for council and ongoing availability for council delegation
- Deployment of smart meeting rooms at the Town hall for efficiency and increased virtual attendance.
- Upgrade the existing CRM solution to a more scalable, enhanced, and user-friendly solution to eradicate outstanding issues (bugs) and security concerns.
- Revamp/upgrade of our website to accommodate legislative requirements (AODA), enhanced performance by reducing the frequency of downtimes.
- Successful in-house configuration of info screen at the Rec Centre (Alder) to temporarily display games logistics, pending the deployment of the permanent COTS solution.
- Revisiting the scope of the Info Screen Project to accommodate other divisions
- Development of SCADA master plan- to implement a standardize workflow, structure and governance of water and wastewater services.
- Development of long-term Cyber Security Strategy - to prevent cyber-attacks and to secure our enterprise infrastructure, applications and users from intrusion.

While we aim to complete most of these projects in 2023, a few of them are multi-year projects and are just in their first year.

The 2024 operating budget has also been realigned to reflect current commitments and contractual agreements in place to support the new direction. In preparing the 2024 capital budget, several existing capital projects have been moved from the IT division and redeployed to the divisions that have direct oversight of the business needs of those divisions. This will ensure proper alignment of accountability and responsibility.

By the numbers

Who We Serve

31,000
residents of Orangeville

17
divisions within the Town

Visitors/Tourists via free WIFI
Non-profits, Orangeville Theatre

Provide Fiber services to broader public sector partners.

How We Measure

1,123 work orders closed year to date

245 TB of network traffic every week (the equivalent of 110,000 DVD's being copied every week.)

WIFI 3,500 + unique monthly connections to public access

2,400+ inbound and outbound calls on town phone systems every week.

What We Do

- Provide operational support for technology requirements for the Town's departments and staff.
- Operate and manage fiber optic network providing cost recoveries from broader public sector organizations.
- Provide access to Geospatial information and easy to use web tools to staff, visitors and residents.

Accomplishments

- Reviewed all IT vendor relationships to ensure alignment with Town of Orangeville procurement bylaw.
- Review all IT vendor contracts and agreements to ensure currency and documents in corporate records system.
- Reviewed all aspects of the Town's Fibre Optic network to ensure all agreements current and all insurance requirements met.
- Recovered 5 years of revenue from leasing of Dark Fibre to Hydro One Telecom (Acronym Solutions).
- Developed Corporate IT Governance model for implementation in 2023/2024.

Who We Are

Manager, Information Technology: 1

Project Manager, Enterprise Projects (secondment): 1

Project Manager, IT Transformation (secondment) : 1

Software Development Engineer: 1

Systems Administrator: 1

Help Desk Technician (contract): 1

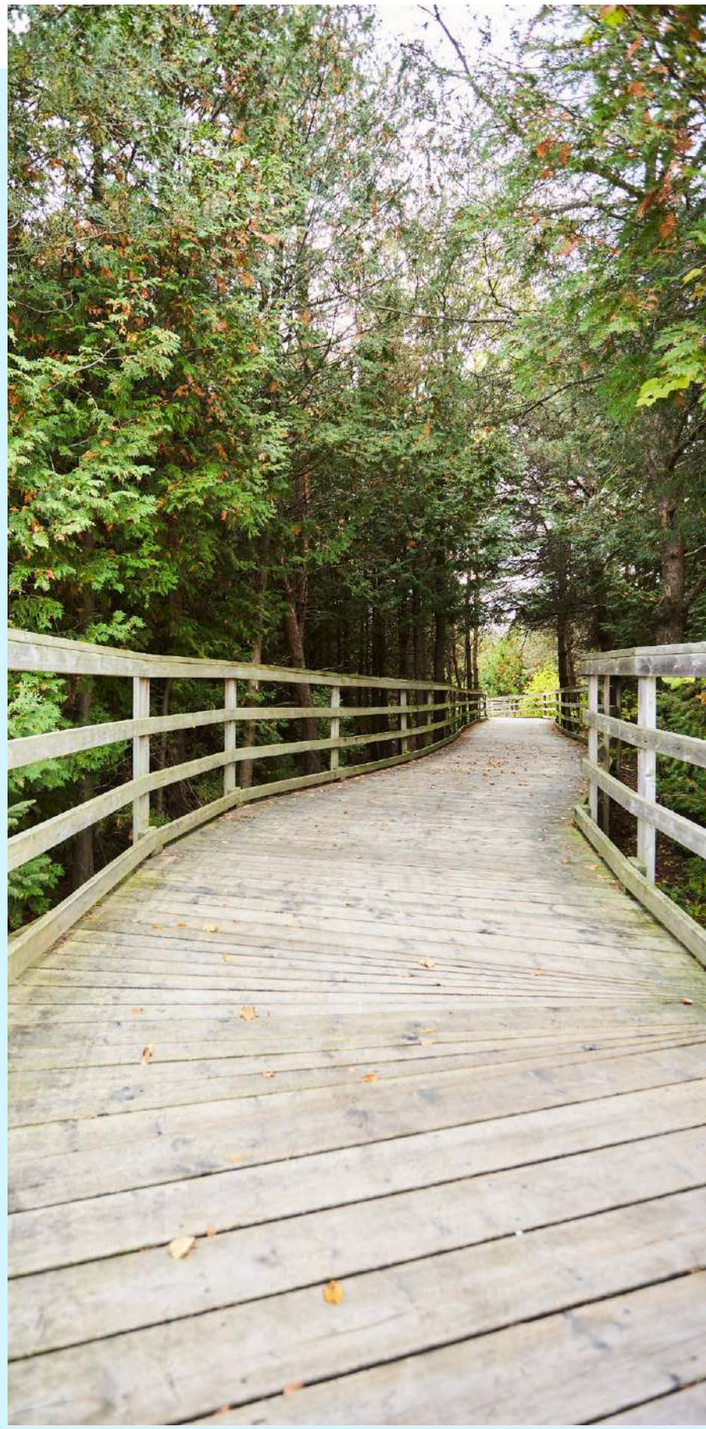
Jr Help Desk Technician (contract): 1

GIS Technologist: 1

Junior GIS Tech: 1

Application Support Analyst: 1

Business Analyst (contract): 1



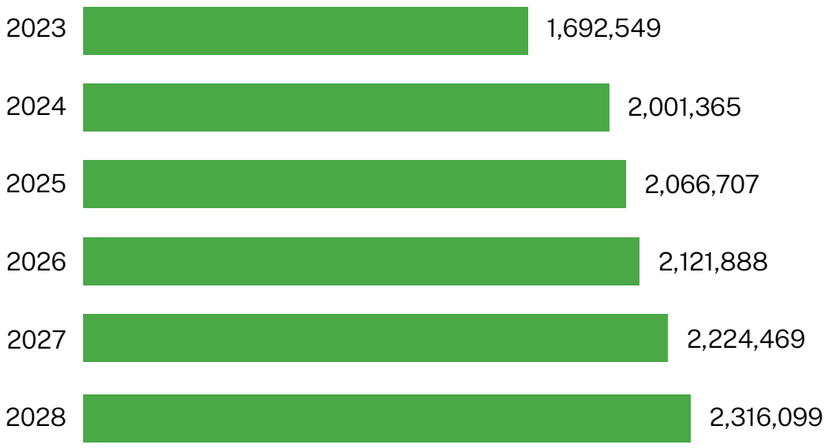
Information Technology 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Information Technology									
Grants	(2,953)								
Agreement and Lease Revenue	(9,600)	(24,000)	(24,000)			(24,000)	(24,000)	(24,000)	(24,000)
Other Revenues	(59,210)	(83,088)	(60,588)	22,500	(27.1%)	(60,588)	(60,588)	(60,588)	(60,588)
Sub-total Revenues:	**(71,763)**	**(107,088)**	**(84,588)**	**22,500**	**(21.0%)**	**(84,588)**	**(84,588)**	**(84,588)**	**(84,588)**
Compensation	1,181,530	1,172,972	1,139,956	(33,016)	(2.8%)	1,171,579	1,204,151	1,237,771	1,272,397
Professional Development and Assoc. Fees	29,617	23,200	20,000	(3,200)	(13.8%)	22,000	22,000	24,000	24,000
Office and Administration	126,512	149,145	166,786	17,641	11.8%	170,761	172,884	177,110	181,639
Service and Lease Agreements	736,525	906,791	1,066,737	159,946	17.6%	1,111,879	1,153,840	1,217,620	1,267,595
Maintenance and Repairs	19,207	15,000	18,000	3,000	20.0%	21,000	24,000	27,000	30,000
Equipment Purchases		300	2,000	1,700	566.7%	2,000	1,500	1,500	1,000
Professional Fees	48,560	60,000	83,063	23,063	38.4%	80,300	60,000	60,000	60,000
Inter-Departmental Re-Allocations	(342,812)	(565,021)	(504,229)	60,792	(10.8%)	(521,864)	(525,539)	(529,584)	(529,584)
Sub-total Expenses:	**1,799,139**	**1,762,387**	**1,992,313**	**229,926**	**13.0%**	**2,057,655**	**2,112,836**	**2,215,417**	**2,307,047**
Transfers to(from) Reserve	25,000	37,250	93,640	56,390	151.4%	93,640	93,640	93,640	93,640
Total Transfers	**25,000**	**37,250**	**93,640**	**56,390**	**151.4%**	**93,640**	**93,640**	**93,640**	**93,640**
Total Information Technology Levy Impact	**1,752,376**	**1,692,549**	**2,001,365**	**308,816**	**18.2%**	**2,066,707**	**2,121,888**	**2,224,469**	**2,316,099**

Information Technology 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Information Technology Levy Impact	**1,752,376**	**1,692,549**	**2,001,365**	**308,816**	**18.2%**	**2,066,707**	**2,121,888**	**2,224,469**	**2,316,099**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	308,816	65,342	55,181	102,581	91,630
Reallocations					
GM & EA Compensation	(62,808)				
Inflationary Impact					
Salaries & Benefits	29,792	31,623	32,572	33,620	34,626
Telecommunications	10,100				
Software Agreements	84,455	35,105	31,230	32,237	33,200
Hardware Agreements				25,302	10,312
Fibre Network	(12,717)				
Corporate Systems - Interdept	(16,430)	(17,635)			
Service Level Impact					
Inter-Departmental Trf	140,265				
Agreements	91,538		(20,000)		
Student Grant Funding	22,500				

Individual Drivers not exceeding $10,000 have been excluded

Information Technology 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **280 Information Technology**										
20300.0000 Phone System Upgrades	5,000		45,000	5,000			10,000	60,000		
20320.0000 CF-Computer Hardware	400,077	191,263	200,114	209,619	328,284	346,615	163,120	169,805	286,678	334,705
21168.0000 CF-Security and Data Integrity	254,334	159,672	117,619	172,644	54,750	55,850	191,940	114,218	61,587	64,050
B1407.0000 Website Updates		150,000					150,000			
B1411.1000 RP-Parking Management System Software	150,000									
B1412.1000 RP-CRM System Upgrade	100,000									
B1413.1000 RP-Tax and Financial Accounting System	**240,291**	**400,000**								
B1414.1000 RP-IT Master Plan	125,000									
B1415.1000 RP-GIS Strategy	125,000									
B1416.1000 RP-Provision for EAM Software Application(s)	244,144									
Total Investment in Capital	**1,643,846**	**900,935**	**362,733**	**387,263**	**383,034**	**402,465**	**515,060**	**344,023**	**348,265**	**398,755**
Less: Funding Sources										
Reserves/ Reserve Funds	1,422,358	276,367	114,912	84,009	83,360	86,078	100,206	128,226	75,812	
Total Other Funding Sources	**1,422,358**	**276,367**	**114,912**	**84,009**	**83,360**	**86,078**	**100,206**	**128,226**	**75,812**	
Total Information Technology Levy Impact	**221,488**	**624,568**	**247,821**	**303,254**	**299,674**	**316,387**	**414,854**	**215,797**	**272,453**	**398,755**

Town of Orangeville

Capital Projects

Project 20300.0000 Phone System Upgrades --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Replacement of Voice Gateways (10) occurs every 10 years.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**125,000**	**5,000**		**45,000**	**5,000**		**70,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	125,000	5,000		45,000	5,000		70,000
	125,000	5,000		45,000	5,000		70,000
Funding Total	**125,000**	**5,000**		**45,000**	**5,000**		**70,000**

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	0000	
Budget Year	2018	
Priority	High	
Status	Existing Capital Project	
Project Type	Replacement	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	20300 Phone System Upgrades	
Strategic Plan	Corporate Capacity	Innovation
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 20300.0000 Phone System Upgrades --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	

Town of Orangeville

Capital Projects

Project 20320.0000 Computer Hardware --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Description

Project Details

2024 Annual Hardware Replacement Program

Various initiatives for annual hardware replacement, including, but not limited to staff laptops, workstations, meeting room equipment, host servers, switches and LAN controllers.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**2,475,263**	**245,060**	**191,263**	**200,114**	**209,619**	**328,284**	**1,300,923**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Corporate System	428,113	49,012	38,253	40,023	41,924	65,657	193,244
	428,113	49,012	38,253	40,023	41,924	65,657	193,244
Tax Levy							
Trf from Levy	2,047,150	196,048	153,010	160,091	167,695	262,627	1,107,679
	2,047,150	196,048	153,010	160,091	167,695	262,627	1,107,679
Funding Total	**2,475,263**	**245,060**	**191,263**	**200,114**	**209,619**	**328,284**	**1,300,923**

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	0000	
Budget Year	2018	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	4-7 Years	
Approval Status	Approved	
Project Reference	Annual Hardware Replacement	This capital request is in line with previous years. This is the main yearly capital request put forward by IT.
Activity	20320 Computer Hardware	

Town of Orangeville

Capital Projects

Project 20320.0000 Computer Hardware --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	Yes	

Town of Orangeville

Capital Projects

Project 21168.0000 Security and Data Integrity --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Defense technology detects cyber-threats and latent vulnerabilities in environments, such as SCADA systems, and IT networks. It also provides real-time visibility across the town's industrial and enterprise networks, allowing IT Staff to gain oversight of all their systems and protect them from cyber-threats as they emerge.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,039,130**	**46,800**	**159,672**	**117,619**	**172,644**	**54,750**	**487,645**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Corporate System	271,229	21,360	38,114	29,889	37,085	17,703	127,078
	271,229	21,360	38,114	29,889	37,085	17,703	127,078
Tax Levy							
Trf from Levy	767,901	25,440	121,558	87,730	135,559	37,047	360,567
	767,901	25,440	121,558	87,730	135,559	37,047	360,567
Funding Total	**1,039,130**	**46,800**	**159,672**	**117,619**	**172,644**	**54,750**	**487,645**

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	0000	
Budget Year	2019	
Priority	High	
Status	Existing Capital Project	
Project Type	Replacement	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	B0877 <Generated>	

Town of Orangeville

Capital Projects

Project 21168.0000 Security and Data Integrity --
Department Information Technology
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	Yes	

Town of Orangeville

Capital Projects

Project B1411.1000 RP - Parking Management System Software
Department By-Law Enforcement
Version 3 Management Review 1 **Year** 2024

Description
Project Details
In an effort to continue promoting efficiency and operational excellence, the Town will solicit bids for a comprehensive Municipal Parking Management software platform. The goal of this system it to increase the efficiency and accuracy of parking management, thereby maximizing the associated revenue from parking infractions. The successful supplier will be expected to include integration capabilities with the Town's backbone Tax and Financial Accounting platform and the Records and Information Management software. Project has been funded by reprioritized funds.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	By-Law Enforcement	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	15 years	
Approval Status	Approved	
Project Reference		
Activity	B1411 <Generated>	
Strategic Plan	Corporate Capacity	Innovation
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2
Communications	No	
Information Technology	Yes	Q3/Q4

Town of Orangeville

Capital Projects

Project B1412.1000 RP - Citizen Relationship Management (CRM) System Upgrade
Department Finance
Version 3 Management Review 1 **Year** 2024

Description
Project Details
The Town currently intakes numerous public inquiries via phone, email, website submissions an in-person at the main reception areas. Citizen relationship management (CRM) will help the Town to establish high-quality, two-way communication with citizens. In addition to improving customer service functions, CRM software will help streamline internal operations for more efficiency, and ultimately cost savings. The goal of this platform is to bring increased efficiency to the intake and distribution of citizen inquiries. The successful supplier will be expected ton include integration capabilities with the Town' backbone Taxation and Financial Accounting platform, and Records and Information Management software. Project has been funded by reprioritized funds.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Finance	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1412 <Generated>	
Strategic Plan	Community Vitality	Vibrancy
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	Yes	Q2-Q4

Town of Orangeville

Capital Projects

Project B1413.1000 RP - Tax and Financial Accounting System
Department Finance
Version 3 Management Review 1 **Year** 2024

Description
Project Details
The Town's current accounting software serves several areas such as property taxes, account receivable, accounts payable, budgeting, and cash receipting. The existing platform has been deemed end-of-life and in need of replacement. Issues exist integrating between our current software, and other third-party software platforms being deployed in other service areas. With the increasing use of mobile software applications on other platforms, the Town would benefit from a more modern/ cloud-based solution, that can support stronger integration measures. Additionally, as the Town continues to grow, budgeting and financial analysis continues to become more cumbersome on the existing platform. A more robust financial reporting tool would permit staff across the organization to better account for their services (i.e. Job costing). This would support finance staff in more efficient preparation of financial reporting, monitoring and maintenance of financial activities across the entire organization. Security metrics in the current solution are dated. As this database holds sensitive data, the proposed solution would be specified to have stronger security measures from both internal (staff access levels) and external perspective (hacking attempts). Project has been funded by reprioritized funds. As this is a multi-year project with anticipated completion in 2025, additional funding may be required when the optimal solution has been identified.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**400,000**		**400,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Corporate System	200,000		200,000				
	200,000		200,000				
Tax Levy							
Trf from Levy	200,000		200,000				
	200,000		200,000				
Funding Total	**400,000**		**400,000**				

Attributes

Attribute	Value	Comment
Department	Finance	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1413 <Generated>	

Town of Orangeville

Capital Projects

Project B1413.1000 RP - Tax and Financial Accounting System
Department Finance
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Capacity Building
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2
Communications	No	
Information Technology	Yes	Q3/Q4

Town of Orangeville

Capital Projects

Project	B1414.1000 RP - IT Master Plan
Department	Information Technology
Version	3 Management Review 1
Year	2024

Description
Project Details
In an effort to plan effectively for information technology needs over the 5-year horizon, staff will be seeking an external consultant to support the development of an Information Technology Master Plan for the Town. This plan will present a roadmap for the Town IT services team to develop a long-term strategy, with a focus on efficiency, effectiveness and security of information assets. Key deliverables will include the establishment of a corporate IT governance structure, cyber security strategy, disaster recovery planning and prioritized initiatives to assist the Town in fulfilling internal and external strategic goals. Project has been funded by reprioritized funds.

Budget

Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	B1414 <Generated>	
Strategic Plan	Future-Readiness	Capacity
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	Yes	Q2-Q4

Town of Orangeville

Capital Projects

Project	B1415.1000 RP - GIS Strategy
Department	Information Technology
Version	3 Management Review 1
Year	2024

Description
Project Details
GIS continues to be a critical resource for a number of departments. GIS utilization varies across service areas and including: flood mapping, locations of underground infrastructure, zoning, roads, fire service mapping, tree canopy and trail development. Most notably, GIS has been a critical resource in the realm of asset management. Data such as age and condition play a major role in asset management strategies and long-term capital planning. Critical information can be extracted and mapped for further analysis within GIS. Given its use by various departments, it is critical to ensure that proper protocols and governance policies are established to ensure data integrity and availability. This initiative would permit the Town to identify our GIS needs ensuring data is properly managed. The proponent would assess our current data sets and would identify framework, protocols and information governance policies surrounding this valuable data. Project has been funded by reprioritized funds.

Budget

Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1415 <Generated>	
Strategic Plan	Future-Readiness	Capacity
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	Yes	Q3

Town of Orangeville

Capital Projects

Project	B1416.1000 RP - Provision for Enterprise Asset Management Software Application(s)
Department	Information Technology
Version	3 Management Review 1
Year	2024

Description

Project Details

The Town deploys a number of different software platforms to service the unique needs of each service area. Each of these applications plays a critical role in meeting community expectations and service delivery objectives.

A previous initiative to consolidate numerous applications onto a single platform was unsuccessful due the lack of project readiness. As such, following the completion of the IT Master Plan, this project will look to consolidate applications into an enterprise system, where possible, and integrate remaining platforms where they are functioning efficiently for the service area.

Project has been funded by reprioritized funds.

Budget

Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Information Technology	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	15 years	
Approval Status	Approved	
Project Reference		
Activity	B1416 <Generated>	
Strategic Plan	Future-Readiness	Sustainability
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	Yes	Q2-Q4



Human Resources

JENNIFER GOHN, HUMAN RESOURCES MANAGER

This year has been both exciting and challenging. With an increase in turnover and hiring demand, the team had to adjust to a higher volume with the same number of staff and time available. For Human Resources, this year's goal was driving forward through change while still keeping up with our standards. Luckily, we enjoy being kept on our toes and appreciate the chance to continuously improve.
Some examples of new projects and initiatives this year included:

- All job postings are now posted on the Town's new HRIS, Dayforce, which meant building a new recruitment system this year within Dayforce.
- The team worked very hard on three modules as part of the WSIB's Health and Safety Excellence Program. This is an excellent program focused on preventative, proactive Health and Safety practices.
- This year's Health and Safety Awareness Campaign theme was "Movement and Mindfulness". The highlight of this year's Campaign was the Wellness Fair, which was an unprecedented accomplishment. Several local psychological and physical wellness providers were invited to the fair as vendors, and approximately 115 employees and Volunteer Firefighters attended.
- A recruitment video was developed by a company called "The Art of Storytelling", co-ordinated between the Communications and Human Resources Divisions (which you will find posted on the Town of Orangeville website under "Job Opportunities") and featuring several of our employees.

We are honoured to continue serving our employees, management, Council, and residents in the coming year.





By the numbers

Who We Serve

31,000
residents

17

17 Town divisions which includes approximately 340 employees and Volunteer Firefighters

All current, prospective, and former Town employees; Volunteer Firefighters; Council; Orangeville Police Services Board; residents and non-residents; other municipalities

Who We Are

Manager, Human Resources: 1

Senior Lead, Human Resources and Health and Safety: 1

Co-ordinator, Human Resources: 1

Assistant, Human Resources: 1

Assistant, Health and Safety: 1

What We Do

Provide Human Resources related support and information to all employees:

- Attendance Management
- Benefits
- Claims management
- Compensation
- Employee recognition program
- Employee records management
- Employee relations
- Health and Safety
- Human Resources Information Systems (HRIS) maintenance, including payroll changes
- Human Resources planning
- Labour relations
- Onboarding
- Policy and employee program development
- Recruitment and selection
- Training and development

Accomplishments

- Continued to develop and expand the Town's new Human Resources Information System (HRIS), Dayforce, including launching the Dayforce Recruitment module, while supporting employees, supervisors and administrators with using the system.
- Participated in the WSIB Health and Safety Excellence program for a third year, tackling 3 modules to 'raise the bar' on our Corporate Health and safety program.
- Hosted our first Wellness Fair during Health and Safety week.
- Launched training on neurodiversity awareness for all staff.
- Introduced new health and safety key indicators report for senior leadership
- Launched a pilot program that trained supervisors to lead their own independent recruitment process for a number of summer student and casual recruitment cycles.
- Managed a 6% increase in full-time turnover compared to last year.
- Hired 65 summer students, the largest number of students in four years.
- Delivered a refresher training program for managers and supervisors on employment legislation, Health and Safety programs, policies, performance management, and recruitment.
- Continued workplace wellness support through SharePoint resources, surveys, monthly newsletters, and webinars.
- Delivered the Health and Safety awareness campaign through a hybrid of virtual and in-person initiative.
- Researched, reviewed, and drafted new policies, including:
  - Worker Safety and Insurance Board (WSIB) Top-up
  - Public Holidays
  - Acting Appointments
  - Police Checks
- Drafted updates to existing policies, including:
  - Short-term Disability
  - Benefits
  - Inclement Weather
  - Hiring and Recruitment
  - Vacation
- Successfully organized an off-site, in-person Employee Service Recognition event.
- Helped with organizing two barbecues for staff at the Town's Operations Centre, and Town Hall.

How We Measure

Recruitment and New Hires

	2021	2022	*2023
Full-time	**18**	**23**	**17**
Part-time/ Casual/Contract	**60**	**105**	**93**
Volunteer Firefighters	**0**	**10**	**5**

** As of Sept 1st, 2023*

Job Postings

	2021	2022	*2023
Full-time	**25**	**38**	**23**
Part-time, Casual, Contract, or Volunteer Firefighters (some with multi-ple vacancies)	**32**	**44**	**53**

** As of Sept 1st, 2023*

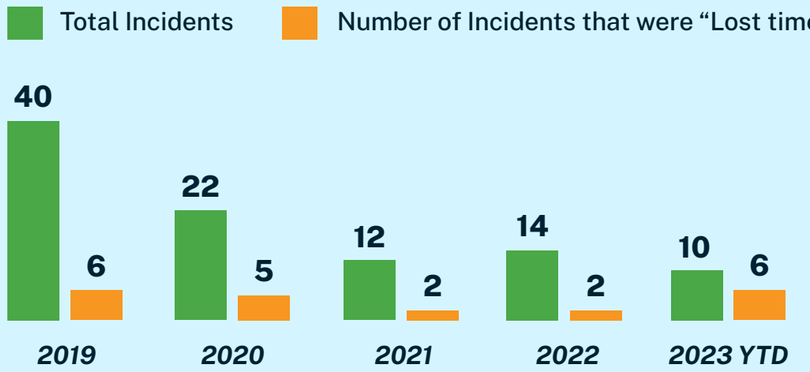
Employee Assistance Program Usage

2023 YTD

18 ***Total Cases*** **18** ***Total Users***

Health and Safety Metrics

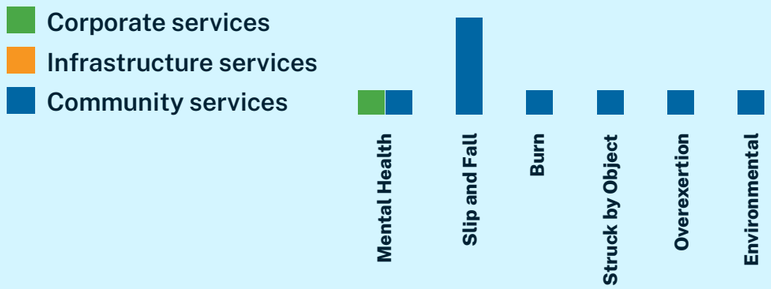
Total Incidents



2023 YTD Incident Frequency

Corporate Services	**1**
Infrastructure Services	**0**
Community Services	**9**

Types of Incidents by Department



Short Term Disability

Short-term Disability (STD) Claims increased in 2021 and 2022 but have declined this year. None of the STD claims this year were known to be related to COVID-19, compared to last year which saw 12 COVID-19 related claims.

2019: 23*
2020: 22*
2021: 28
2022: 36
2023 YTD: 22

* Police taken out

WSIB Health and Safety Excellence Program

Three modules were reviewed and approved in 2023:

- Hot Work (Hazard Control)
- Monitoring, Measurement and Analysis
- Reviewing Health and Safety Trends

Based on the approval, we will receive a rebate of approximately $15,000 to $18,000.

Other Metrics of Note

- We have a full-time employee turnover rate of 11%, as of September 1, 2023. This is a significant increase from 2022, which was 5%.
- Thirteen new employee feedback surveys offered to new full-time employees this year, with a 54% response rate.
- Six exit interviews completed with exiting employees as of September 1, 2023.
- Estimated 685 hours of corporate training provided to employees as of September 1, 2023.

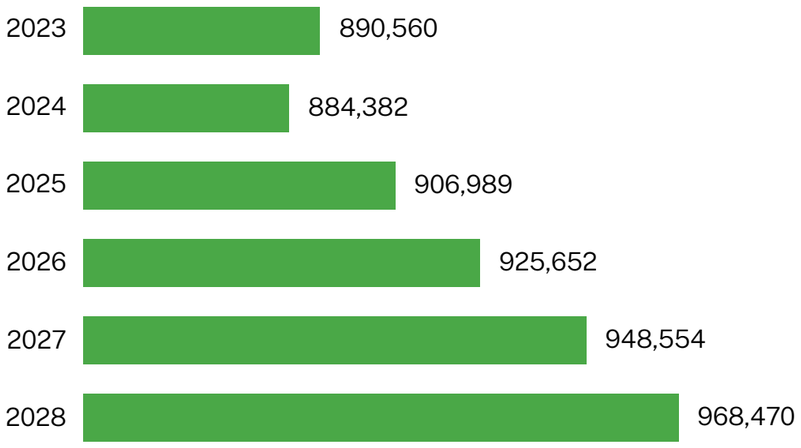
Human Resources 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Human Resources									
Compensation	708,859	671,061	646,194	(24,867)	(3.7%)	664,475	683,303	702,741	722,762
Professional Development and Assoc. Fees	96,894	103,000	110,380	7,380	7.2%	110,766	111,157	111,554	111,957
Office and Administration	20,900	25,144	14,688	(10,456)	(41.6%)	16,668	15,133	17,201	15,674
Public Relations, Promotions and Events	26,131	38,000	61,000	23,000	60.5%	61,920	62,858	63,815	64,791
Safety Equipment and Clothing	972	750	1,000	250	33.3%	1,020	1,040	1,061	1,082
Maintenance and Repairs		100	100			100	100	100	100
Equipment Purchases	373	1,000	1,020	20	2.0%	1,040	1,061	1,082	1,104
Professional Fees	33,222	50,000	50,000			51,000	51,000	51,000	51,000
Inter-Departmental Re-Allocations	815	1,505		(1,505)	(100.0%)				
Sub-total Expenses:	**888,166**	**890,560**	**884,382**	**(6,178)**	**(0.7%)**	**906,989**	**925,652**	**948,554**	**968,470**
Transfers to(from) Reserve	(4,573)								
Total Transfers	**(4,573)**								
Total Human Resources Levy Impact	**883,593**	**890,560**	**884,382**	**(6,178)**	**(0.7%)**	**906,989**	**925,652**	**948,554**	**968,470**

Human Resources 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Human Resources Levy Impact	**883,593**	**890,560**	**884,382**	**(6,178)**	**(0.7%)**	**906,989**	**925,652**	**948,554**	**968,470**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(6,178)	22,607	18,663	22,902	19,916
Reallocations					
GM & EA Compensation	(41,872)				
Inflationary Impact					
Salaries & Benefits	17,005	18,281	18,828	19,438	20,021
Service Level Impact					
LinkedIn Advertising	12,000				

Individual Drivers not exceeding $10,000 have been excluded

Human Resources 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **220 Human Resources**										
11816.0000 CF - Job Competencies Review	30,000									
Total Investment in Capital	**30,000**									
Less: Funding Sources										
Reserves/ Reserve Funds	30,000									
Total Other Funding Sources	**30,000**									
Total Human Resources Levy Impact										

Communications

JESSIE MCGIBBON, ACTING COMMUNICATIONS MANAGER

The Communications Division is focused on delivering public communications effectively, timely and consistently. A key focus for the Communications Division is to diversity our tactics to ensure we reach as many of our residents as possible in a cost-effective way.

In 2024, we will be working towards enhancements in the following areas:

Digital Communications

Frequent digital communications are no longer optional: we must provide digital communications with residents. We will be enhancing our social media strategies and using more paid social opportunities in 2024 to ensure we reach as many residents as possible.

Radio Communications

In 2024, we're embarking on a new relationship with the Town's local radio station, FM101. Each week, we'll be showcasing different Town initiatives, events, issues, and more, through a new weekly show.

Branding Enhancements

In 2024, we'll be developing a new Style Guide for branding. This document will help all staff communicate in a way that represents the Town – professionally and on brand. This document will also include guidelines for social media in terms of photo styles, voice, use of humour, and more.

Media Relations

Orangeville has a vibrant local media community, and we will continue to build on those already well-established relationships through 2024.



By the numbers

Who We Serve

31,000
residents of Orangeville

Town Departments

Mayor and Council and Municipal Committees

Town of Orangeville Employees

Who We Are

Communications Manager: 1

Communications Coordinator: 1

Graphic Designer: 1

How We Measure

- Gained 712 on Facebook, 871 on LinkedIn, 686 on Instagram
  Between February 1 and August 1, 2023
- Despite turmoil with Twitter and many users shutting down accounts, we have still seen an increase in our Twitter followers of 331
- 4,872 likes/reactions and 959 comments on Facebook posts, 858 likes and comments on Twitter
  Between February 1 and August 1, 2023
- We modified our approach on LinkedIn from simply using Facebook copy to more article-style posts, bringing awareness to how and why we are taking on certain initiatives and projects rather than just notices of the work. Impressions (views) on these style of posts increased from an average of 300-500 to 900-2000+ depending on the topic, receiving increase engagement and interaction compared to basic social media style posts.

What We Do

- Handle emergency communications (2020 & 2021 saw emergency communications become a focus)
- Media monitoring — sharing information with public & staff
- Create communication plans for specific campaigns
- Create corporate messages & statements
- Handle public & news media inquiries
- Create print products (posters, brochures, flyers, booklets, and manuals)
- Co-ordinate advertising & produce weekly Town Page
- Create visuals/graphic arts for hanging & pop-up banners, ads, posters, templates
- Design signs
- Produce photos & videos and photo archive
- Assist divisions and website contributors with website tools, approve postings
- Co-ordinate accessible document creation & training of staff, in accordance with AODA standards
- Manage corporate social media channels: Facebook, Twitter, Instagram, and LinkedIn
- Manage Orangeville Transit advertising program



Accomplishments

- In Summer 2023, the Communications Team began work on a social media branding project, to create a more cohesive online presence that matches the Town's branding and creates our own identity. The Team has been developing new graphic designs, working on finding a 'voice' for each platform, and new ways to present information to the public. Changes so far have been well received.
- We've negotiated contracts and enhanced relationships to diversify communications tactics to include radio, TV, tax bill inserts (print), water bill inserts (print), and enhanced video productions, while continuing to maintain a strong relationship with the local newspaper.

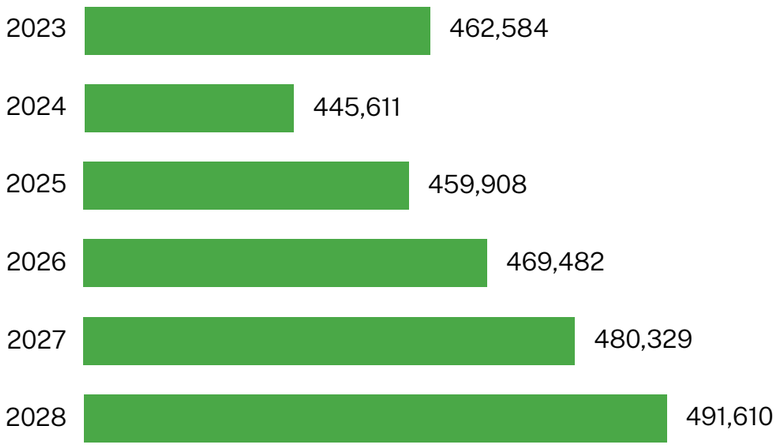
Communications 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Communications									
Compensation	322,725	366,075	343,832	(22,243)	(6.1%)	353,487	363,435	373,700	384,280
Professional Development and Assoc. Fees	98	3,185	3,217	32	1.0%	3,217	3,250	3,250	3,283
Office and Administration	5,398	10,076	10,127	51	0.5%	10,180	10,210	10,228	10,267
Public Relations, Promotions and Events	70,890	76,888	82,920	6,032	7.8%	87,509	88,072	88,636	89,265
Equipment Purchases	173	1,500	1,515	15	1.0%	1,515	1,515	1,515	1,515
Outside Services	93,921								
Inter-Departmental Re-Allocations	466	860		(860)	(100.0%)				
Sub-total Expenses:	**493,671**	**458,584**	**441,611**	**(16,973)**	**(3.7%)**	**455,908**	**466,482**	**477,329**	**488,610**
Transfers to(from) Reserve	4,000	4,000	4,000			4,000	3,000	3,000	3,000
Total Transfers	**4,000**	**4,000**	**4,000**			**4,000**	**3,000**	**3,000**	**3,000**
Total Communications Levy Impact	**497,671**	**462,584**	**445,611**	**(16,973)**	**(3.7%)**	**459,908**	**469,482**	**480,329**	**491,610**

Communications 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Communications Levy Impact	**497,671**	**462,584**	**445,611**	**(16,973)**	**(3.7%)**	**459,908**	**469,482**	**480,329**	**491,610**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(16,973)	14,297	9,574	10,847	11,281
Reallocations					
GM & EA Compensation Reallocation	(31,320)				
Inflationary Impact					
Salaries & Benefits	9,077	9,655	9,948	10,265	10,580

Individual Drivers not exceeding $10,000 have been excluded



08 Community Services



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Community Services

HEATHER SAVAGE, COMMUNITY SERVICES GENERAL MANAGER

Orangeville is a vibrant community, one that resembles a notable big city, while still maintaining its small-town charm. A thriving downtown core, an arts and culture scene that is the envy of surrounding municipalities and a mix of natural landscapes that can take your breath away. I have had the privilege to experience and witness all of this during my brief time as General Manager of Community Services.

Orangeville did not get here without the foresight of previous generations and the willingness of both political and staff leaders who worked together to achieve the same goal.

The Community Services department is a broad cross-section of front-line services, all of whom are committed to carrying on the vision of maintaining a sustainable, safe, and diverse community.

Staff understand the importance of placemaking and will focus on creating dynamic public spaces that offer quality and accessible services which align with growth targets. All while finding efficient and new ways to expand our business community and stay current with legislated requirements.

These core values are reflected in the proposed 2024 budget, and with confidence the Community Services Department will continue a path to success.



Leadership Team



Heather Savage
COMMUNITY SERVICES GENERAL MANAGER



Mike Richardson
ACTING FIRE CHIEF ORANGEVILLE FIRE SERVICE



Darla Fraser
CEO, PUBLIC LIBRARY & CROSSING GUARDS



Katrina Lemire
ECONOMIC DEVELOPMENT & CULTURE MANAGER



Charles Cosgrove
PARKS & FACILITIES MANAGER



Sharon Doherty
RECREATION & EVENTS MANAGER

Orangeville Fire

MIKE RICHARDSON, ACTING FIRE CHIEF, ORANGEVILLE FIRE SERVICE



Orangeville Fire strives to operate as efficiently and effectively as possible while maintaining what is most important; the safety of our firefighters and those who live, work, and visit our community.

Orangeville Fire is well trained and equipped to understand a variety of challenges presented to our service. Training and certification of our firefighters validates our overall response capabilities, our firefighters have become multi-faceted in their daily functions making Orangeville Fire more adaptable as a fire/rescue service capable of responding to any emergency incident.

Our operating budget for the coming year:

- maintains our current compliment of staff.
- ensures that staff maintain training requirements to meet or exceed NFPA (National Fire Protection Association) standards.
- provide the appropriate PPE to ensure all staff can perform every aspect of their positions.
- maintain station and emergency response equipment and apparatus to ensure we are meeting the required NFPA and Fire Underwriters of Canada requirements.
- Provide inspection, prevention and education programs as required by FPPA (Fire Prevention and Protection Act) of Ontario

Capital Budget Highlights

Fire Station

Orangeville Fire headquarters officially opened in 1972. The station is a critical component of the Town's emergency management system. While the existing structure has served the community well for almost 50 years it is now overcrowded and is in less-than-optimal operating condition.

In 2015 the towns Fire Master Plan made recommendations, which included the construction of a new fire station and that the Town of Orangeville's emergency operations center be incorporated within the facility.

In the Spring of 2021, the future building site of Orangeville Fire was secured. Summer of 2022 Council received a presentation on the concept drawings of the proposed station. Recently, Orangeville Fire has approved the design and layout of the new station. The next step will be to secure trades and materials, for groundbreaking soon.

Bunker Gear

To protect firefighters during fire and rescue emergencies the first responder utilizes a protective ensemble of jacket and pants known as Bunker Gear. This gear protects the firefighter from thermal hazards inherent with structural firefighting, a barrier from bodily fluids and sharp or unsafe objects from rescue operations. This gear also protects the firefighter from natural elements.

The industry standard under the NFPA recognizes the maximum life span of personal protective clothing is ten years, which includes Bunker Gear.

C102 & C104 Replacement

C104 is a used emergency response vehicle and used to support our training division. C102 is the Deputy Chief's response and command vehicle. Due to wear and tear based on emergency response driving, and the age of these vehicles, warrants replacement with a new SUV and pickup truck. The C102 project was carried forward from 2023 to 2024.



Rescue and Stabilization Equipment

Stabilization equipment is vital to rescue operations as it is the primary means of lifting, lowering, and holding vehicles, building structures, and natural structures like trees and rocks during an emergency event.

Fire Master Plan

The Fire Master Plan is a strategic blueprint for the provision of local fire protection and rescue services. The Fire Master Plan also makes significant recommendations relating to fire risks and hazards, protection capabilities, public education, risk reductions, management of community preparedness and response. Additionally, this plan also makes recommendations for funding including fiscal measures relating to fire protection. The plan provides an objective basis to support decision making with respect to community fire protection and prevention service needs.

By the numbers

Who We Serve

37,500

residents of Orangeville, and parts of East Garafraxa, Amaranth and Mono

13,257

property owners

232

square kilometers of coverage area

Who We Are

Full Time Suppression: 20

Volunteer Suppression: 32

Fire Chief: 1

Deputy Chief: 1

Training Division: 1

Fire Prevention Division: 3

Administrative Assistant: 1

How We Measure

Calls Answers: call is answered within 15 seconds, 98% of the time

Calls Dispatched: call is dispatched within 60 seconds or less

Chute Time: 1-minute 18 seconds average between call dispatched and enroute.

On Scene: under 4 minutes response time in town

Provincial and National standards

Master Fire Plan

Accomplishments

- Selected for $15,000 through the Fire Marshal's Public Safety Council and Enbridge to be utilized training and materials.
- Design Stage is complete of the new Fire Station.
- Onboarded 5 new volunteer recruit firefighters.
- Hired two full time firefighters.
- Large increase in training hours and course completion, most of which were done in house.
- Secured new Aerial Platform Truck for future delivery.
- Striving towards optimal health and safety for all firefighters, and efficient firefighting operations.



What We Do

Administration

- Budget Planning
- Agreement with Municipal Partners
- Manage and Administer Burn Permits Program
- Coordinate Emergency Response Registry Applications
- Municipal, MTO and Insurance Billing
- Fire Incident Reporting to the OFM

Operations

- **Fire Suppression**
  - Structural
  - Vehicle
  - Grass
  - Rubbish/Trash
- **Extrication**
  - Vehicle
  - Farm entrapment
  - Industrial Accidents
  - Rough Terrain and Trail Rescue
- **Medical Assistance**
  - Lift Assists
  - Oxygen
  - Defibrillation
  - Patient Assessment
- **Water & Ice Rescue Emergencies**
- **HAZMAT/Hazardous Atmospheres**
- **Maintenance**
  - Vehicle
  - Station
  - Equipment

Training

- Prepare and Coordinate Training Program
- Ensure NFPA & Ontario Standards are met
- Recruitment Program
- Assessments of current training requirements and needs

Fire Prevention

- Inspections of commercial, industrial, institutional and residential
- Inspections and Approval of Plans
- Education through schools, public groups and TAPP-C
- Investigation

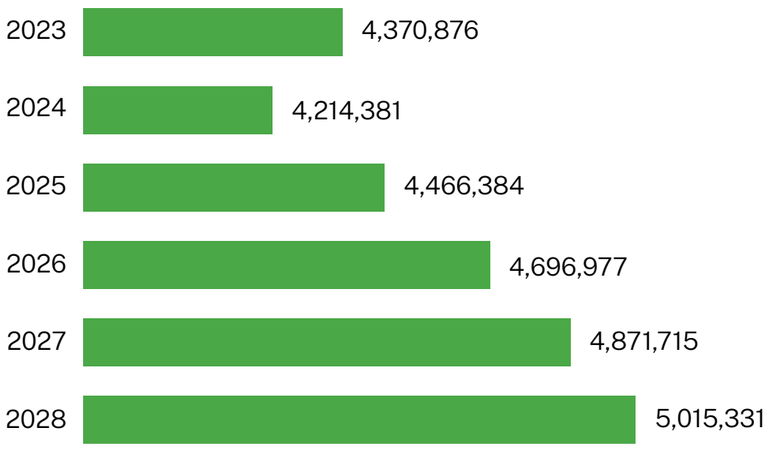
Orangeville Fire 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Fire									
User Fees	(2,100)	(4,105)	(4,159)	(54)	1.3%	(4,214)	(4,270)	(4,327)	(4,386)
Licences and Permits	(12,600)	(12,000)	(10,500)	1,500	(12.5%)	(10,500)	(10,500)	(10,500)	(10,500)
Agreement and Lease Revenue	(1,230,125)	(1,284,029)	(1,627,757)	(343,728)	26.8%	(1,671,963)	(1,717,551)	(1,764,316)	(1,812,367)
Fines		(1,500)	(1,500)			(1,500)	(1,500)	(1,500)	(1,500)
Other Revenues	(130,869)	(18,000)	(18,000)			(18,000)	(18,000)	(18,000)	(18,000)
Sub-total Revenues:	**(1,375,694)**	**(1,319,634)**	**(1,661,916)**	**(342,282)**	**25.9%**	**(1,706,177)**	**(1,751,821)**	**(1,798,643)**	**(1,846,753)**
Compensation	4,631,573	4,908,009	4,975,743	67,734	1.4%	5,147,744	5,331,765	5,509,518	5,667,248
Insurance	26,870	30,094	29,313	(781)	(2.6%)	32,244	35,468	39,016	42,918
Professional Development and Assoc. Fees	74,687	84,263	89,365	5,102	6.1%	88,950	91,449	93,997	96,597
Office and Administration	11,079	16,000	16,625	625	3.9%	18,205	18,288	18,372	12,459
Public Relations, Promotions and Events	2,022	5,700	7,200	1,500	26.3%	7,400	7,600	7,800	8,000
Licences and Support	1,141	2,144	2,525	381	17.8%	3,030	3,535	4,040	4,000
Service and Lease Agreements	16,210	60,996	20,500	(40,496)	(66.4%)	21,012	71,537	72,075	72,627
Programs	2,535	3,000	3,000			3,075	3,152	3,231	3,312
Safety Equipment and Clothing	48,764	64,939	71,423	6,484	10.0%	69,804	71,550	73,338	75,172
Utilities	20,456	21,497	21,991	494	2.3%	24,190	26,609	29,270	32,197
Fuel	43,295	27,500	49,789	22,289	81.1%	54,768	60,245	66,270	72,897
Materials and Supplies	65,341	62,400	65,023	2,623	4.2%	65,177	66,807	68,477	70,189
Maintenance and Repairs	147,687	123,018	138,250	15,232	12.4%	141,162	144,243	147,386	150,602
Equipment Purchases	1,209	1,500	1,550	50	3.3%	1,600	1,800	2,000	2,200
Outside Services	104,332	93,000	114,000	21,000	22.6%	114,200	119,750	125,568	131,666
Inter-Departmental Re-Allocations	13,188	18,885		(18,885)	(100.0%)				
Sub-total Expenses:	**5,210,389**	**5,522,945**	**5,606,297**	**83,352**	**1.5%**	**5,792,561**	**6,053,798**	**6,260,358**	**6,442,084**
Transfers to(from) Reserve	194,909	167,565	270,000	102,435	61.1%	380,000	395,000	410,000	420,000
Total Transfers	**194,909**	**167,565**	**270,000**	**102,435**	**61.1%**	**380,000**	**395,000**	**410,000**	**420,000**
Total Fire Levy Impact	**4,029,604**	**4,370,876**	**4,214,381**	**(156,495)**	**(3.6%)**	**4,466,384**	**4,696,977**	**4,871,715**	**5,015,331**

Orangeville Fire 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Fire Levy Impact	**4,029,604**	**4,370,876**	**4,214,381**	**(156,495)**	**(3.6%)**	**4,466,384**	**4,696,977**	**4,871,715**	**5,015,331**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(156,495)	252,003	230,593	174,738	143,616
Reallocations					
GM & EA Compensation	(50,246)				
Inflationary Impact					
Salaries & Benefits	117,980	172,001	184,021	177,753	157,730
Outside Services	21,000				
Municipal Agreement Revenue	(343,728)	(44,206)	(45,588)	(46,765)	(48,051)
Fuel	22,289				
Vehicle Maintenance & Repairs	11,500				
Transfer to Reserves	75,000	10,000	15,000	15,000	10,000
Service Level Impact					
Volunteer Firefighter Salaries & Benefits					
LMR Operating Costs			50,000		
LMR Annual Reserve Contribution		100,000			
Interdepartmental Costs	(18,885)				
Vehicle Leasing Costs	(42,055)				
Vehicle Leasing Costs - Funding	27,435				

Individual Drivers not exceeding $10,000 have been excluded

Orangeville Fire 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **440 Fire**										
11814.1110 CF - Community Risk Assessment	60,000					60,000				
20380.0000 CF - LMR and PSBN	650,000									
20401.1110 CF - Radios -- Fire Dept - 10 Dawson Rd	366,521	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
20402.1110 Bunker Gear -- Fire Dept - 10 Dawson Rd	36,000	36,900	37,823	38,769	39,738	40,731	41,749	42,793	43,863	44,960
20407.4215 Jaws of Life Extrication Tools -- Jaws of Life Extrication Tools						60,000				
21000.4200 CF - Replacement of Deputy Chief's Command SUV	85,000									
21009.4206 CF - Rplcmnt of Fire Dept Ladder Tr	1,210,992									
21010.4209 CF - Mini Pumper	45,000	135,000								
21104.0000 CF - Fire Station --	13,622,566	8,500,000								
B0915.4207 Replacement of Pumper 17		1,400,000								
B1043.1110 Chief Car 101 Replacement				85,000						
B1158.0000 Fire Master Plan	75,000									
B1172.4212 Replacement of Car 104	110,000									
B1232.1110 New Station Furniture and Fixtures		250,000	200,000							
B1233.4205 UTV Replacement	70,000									
B1235.1110 Self Contained Breathing Apparatus Reaplacement Program				500,000						
B1266.1110 Replacment of Rescue/Stabilization Equipment	95,000									
B1321.4210 R10 Heavy Rescue Truck									1,000,000	
B1396.4201 Replacement of C105					80,000					
B1397.4202 Replacement of C103							85,000			
B1403.1110 PFAS Foam Removal	12,500									
Total Investment in Capital	**16,438,579**	**10,346,900**	**262,823**	**648,769**	**144,738**	**185,731**	**151,749**	**67,793**	**1,068,863**	**69,960**
Less: Funding Sources										
Development Charges	1,545,857									
Reserves/ Reserve Funds	3,430,987	931,000	231,000	201,000	31,000	43,000	31,000	31,000	281,000	6,000
Financing	11,130,235	8,500,000								
Total Other Funding Sources	**16,107,079**	**9,431,000**	**231,000**	**201,000**	**31,000**	**43,000**	**31,000**	**31,000**	**281,000**	**6,000**
Total Fire Levy Impact	**331,500**	**915,900**	**31,823**	**447,769**	**113,738**	**142,731**	**120,749**	**36,793**	**787,863**	**63,960**

Town of Orangeville

Capital Projects

Project 20401.1110 CF - Radios -- Fire Dept - 10 Dawson Rd
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

During an emergency we need to ensure proper message delivery, there is no room for error or a missed or delayed message receipt for any reason.

Communications equipment is the lifeline for our firefighters and public. It creates efficiencies from the initial call intake, to on scene mitigation of the emergency. The information delivered to emergency responders must be clear, instantaneous and accurate to ensure the Incident Action Plan is properly executed.

In recent years, we have experienced voids or dead zones within our boundaries. This includes larger buildings, urbanization/development and natural topography of our service area.

Our current communications equipment is becoming obsolete. Motorolla has advised that our current radio system has reached its “end of life”. Replacement and repair of parts is becoming problematic to acquire, proving its reliability is detrimental to fire & rescue operations. Equipment is to be replaced in 2023 via carry forward funding approved in 2021.

2022 and future years are budgeted for continuous improvement of equipment.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**250,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Fire Equip	225,000	25,000	25,000	25,000	25,000	25,000	100,000
	225,000	25,000	25,000	25,000	25,000	25,000	100,000
Tax Levy							
Trf from Levy	25,000						25,000
	25,000						25,000
Funding Total	**250,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1151 <Generated>	

Town of Orangeville

Capital Projects

Project 20401.1110 CF - Radios -- Fire Dept - 10 Dawson Rd
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 20402.1110 Bunker Gear -- Fire Dept - 10 Dawson Rd
Department Fire
Version 3 Management Review 1 **Year** 2024

Description
Project Details
To protect firefighters during fire and rescue emergencies the first responder utilizes a protective ensemble of jacket and pant known as Bunker Gear. This gear protects the firefighter from thermal hazards inherent with structural firefighting, a barrier from bodily fluids, and sharp or unsafe objects from rescue operations. This gear also protects the firefighter from the natural elements. The industry standard under the NFPA recognizes the maximum life span of personal protective clothing is ten years, which includes Bunker Gear.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**403,326**	**36,000**	**36,900**	**37,823**	**38,769**	**39,738**	**214,096**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	60,000	6,000	6,000	6,000	6,000	6,000	30,000
	60,000	6,000	6,000	6,000	6,000	6,000	30,000
Tax Levy							
Trf from Levy	343,326	30,000	30,900	31,823	32,769	33,738	184,096
	343,326	30,000	30,900	31,823	32,769	33,738	184,096
Funding Total	**403,326**	**36,000**	**36,900**	**37,823**	**38,769**	**39,738**	**214,096**

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1153 <Generated>	

Town of Orangeville

Capital Projects

Project 20402.1110 Bunker Gear -- Fire Dept - 10 Dawson Rd
Department Fire
Version 3 Management Review 1 Year 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies	NFPA	
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21000.4200 CF - Replacement of Deputy Chief's Command SUV
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

As this vehicle is a front line response and command SUV, and due to the wear and tear base on emergency response driving, by replacing this vehicle it will ensure the safety of the operator. Capital costs are related to the attachments for this vehicle once the vehicle's lease begins.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**68,000**	**68,000**					
Funding							
Tax Levy							
Trf from Levy	27,000	27,000					
	27,000	27,000					
Development Charges							
From DC RF - Fire	41,000	41,000					
	41,000	41,000					
Funding Total	**68,000**	**68,000**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2023	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	5-7 years	
Approval Status	Approved	
Project Reference		
Activity	B0916 <Generated>	

Town of Orangeville

Capital Projects

Project 21000.4200 CF - Replacement of Deputy Chief's Command SUV
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1158.0000 Fire Master Plan
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

A Master Fire Plan (MFP) is a document that assists an organization in its endeavour towards looking into future needs of a community. To properly conduct an MFP, a full review of past and present services supplied is required. The MFP addresses the current level of fire protection and assists the Town in determining the most appropriate delivery model for fire emergency services in Orangeville.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**75,000**	**75,000**					
Funding							
Tax Levy							
Trf from Levy	25,000	25,000					
	25,000	25,000					
Development Charges							
From DC RF - Fire	50,000	50,000					
	50,000	50,000					
Funding Total	**75,000**	**75,000**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	Upgrade	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1158 <Generated>	

Town of Orangeville

Capital Projects

Project B1158.0000 Fire Master Plan
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	DUE DILIGENCE – Confirm applicable governance and policy regimes
Other plans and studies	Fire Master Plan	
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1172.4212 Replacement of Car 104
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This is a replacement of our 2013 pickup truck primarily used by our training division as well as providing emergency response of firefighters and additional equipment. This vehicle is also used as a backup vehicle for Senior Officers when required.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**110,000**	**110,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Fire Fleet	17,000	17,000					
	17,000	17,000					
Tax Levy							
Trf from Levy	93,000	93,000					
	93,000	93,000					
Funding Total	**110,000**	**110,000**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2021	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1172 <Generated>	

Town of Orangeville

Capital Projects

Project B1172.4212 Replacement of Car 104
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1233.4205 UTV Replacement
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Replacement of existing Utility Task Vehicle (UTV) side by side unit and trailer used for wild land firefighting, rough terrain rescue, ie. town trainways, Island Lake/Bruce Trail. with the track accessory this vehicle can be used in all seasons.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**70,000**	**70,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Fire Fleet	12,000	12,000					
	12,000	12,000					
Tax Levy							
Trf from Levy	58,000	58,000					
	58,000	58,000					
Funding Total	**70,000**	**70,000**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2022	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1233 <Generated>	

Town of Orangeville

Capital Projects

Project B1233.4205 UTV Replacement
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Gallery

C:\Users\amillinercowan\Downloads\5e71103d5b27d42806929247_QTAC Fire - Firefighting Skids for UTV, ATV & Trucks.jpg



Town of Orangeville

Capital Projects

Project B1233.4205 UTV Replacement
Department Fire
Version 3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project B1266.1110 Replacment of Rescue/Stabilization Equipment
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Replacement of stabilization equipment for structural collapse, vehicle and equipment stabilization, confined space stabilization.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**95,000**	**95,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Fire Equip	9,000	9,000					
	9,000	9,000					
Tax Levy							
Trf from Levy	86,000	86,000					
	86,000	86,000					
Funding Total	**95,000**	**95,000**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2022	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15-20 years	
Approval Status	Approved	
Project Reference		
Activity	B1266 <Generated>	

Town of Orangeville

Capital Projects

Project B1266.1110 Replacment of Rescue/Stabilization Equipment
Department Fire
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1403.1110 PFAS Foam Removal
Department Fire
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Fire Department uses Poly Chlorinated Substances to suppress fires. The substance, which is in the form of foam, should be treated as a hazardous waste and needs to be disposed of off-site. The cost to dispose and replace the foam is $12,500.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**12,500**	**12,500**					
Funding							
Tax Levy							
Trf from Levy	12,500	12,500					
	12,500	12,500					
Funding Total	**12,500**	**12,500**					

Attributes

Attribute	Value	Comment
Department	Fire	
Loc.Fleet.Eqpt	1110 Fire Dept - 10 Dawson Rd	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	N/A	
Approval Status	Approved	
Project Reference		
Activity	B1403 <Generated>	
Strategic Plan	Community Vitality	WELL-BEING – Support citizen and staff health, security, and wellbeing
Other plans and studies		
Other plans and studies		

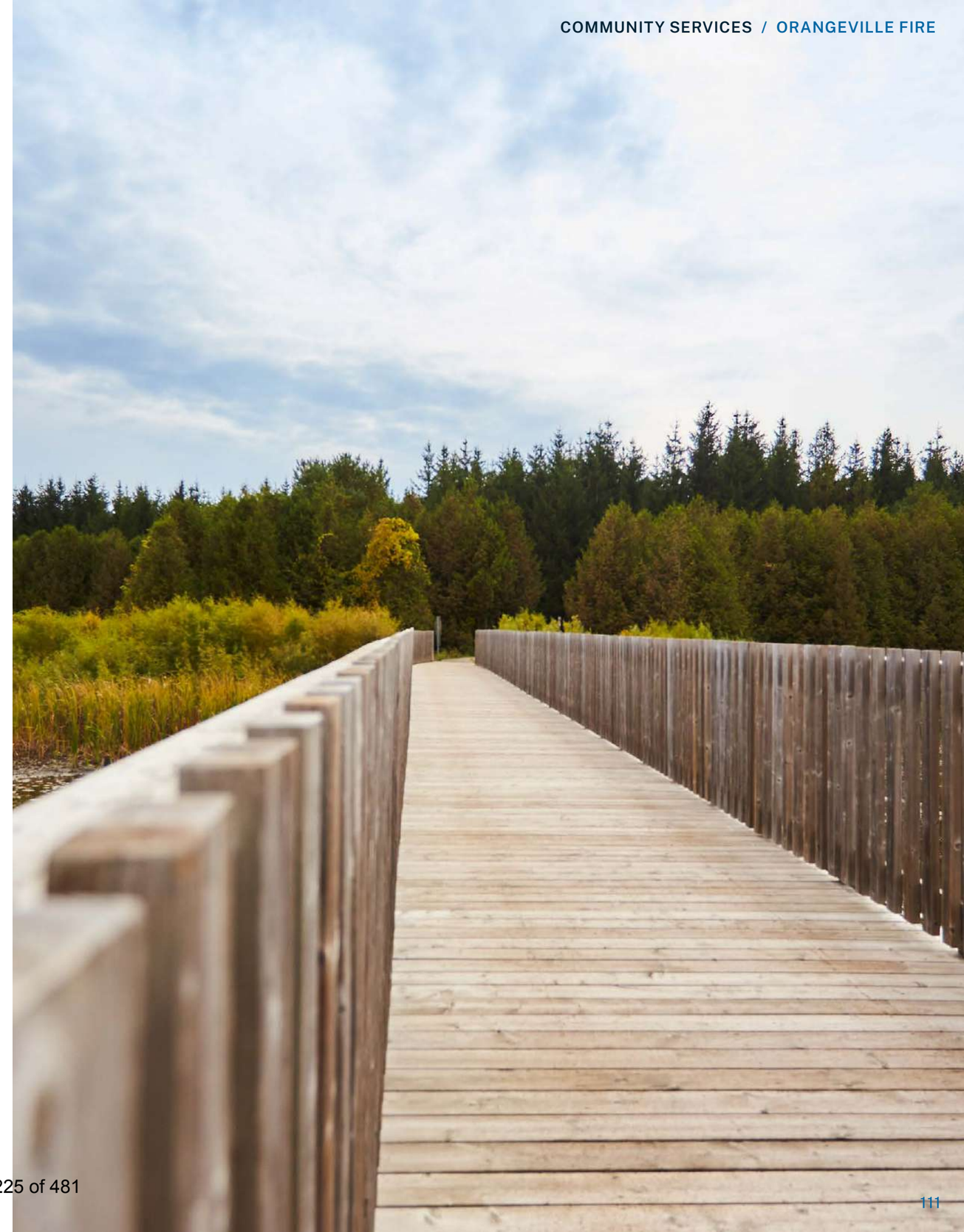
Town of Orangeville

Capital Projects

Project	B1403.1110 PFAS Foam Removal		
Department	Fire		
Version	3 Management Review 1	**Year**	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	



Orangeville Public Library

DARLA FRASER, CEO, ORANGEVILLE PUBLIC LIBRARY, CROSSING GUARDS

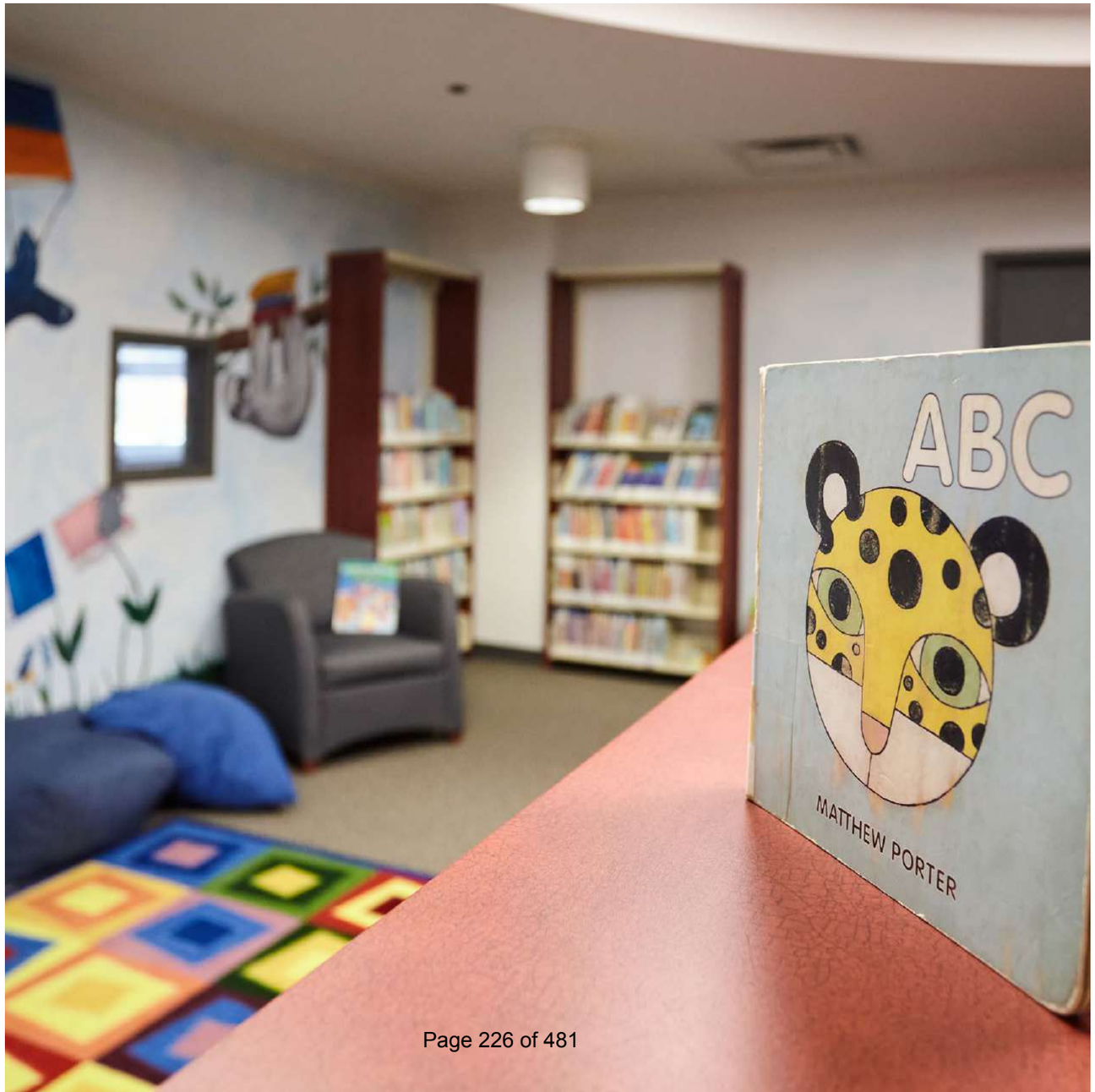
On behalf of the Library Board, I would like to express our gratitude to all our staff, members and the community for your generous patience and continued use of library services during another year plagued with service disruptions.

Similar to the last few years, library service delivery was impacted by the need to close the Mill Street library, however, this time the closure was the result of renovations to the building not a global health concern. We are delighted to offer enhanced accessibility to this beautiful heritage building and Carnegie library – if you haven't had a chance, please stop by and see the newly renovated Mill Street public library.

Just prior to closing for our renovations the Library Board launched a new strategic plan and we are happy to report that we are on track with those goals and objectives.

Connect, Discover and Soar! At the Orangeville Public Library, we are committed to our vision that the library will be a place for everyone to connect and discover where learning and possibility allow each member to soar.

This budget has been crafted to support our library's various activities, including collections development, programming, technology enhancements, facility improvements, and staff development. All designed to achieve our strategic goals listed below. Our budget is designed to ensure responsible stewardship of public funds while striving to meet the evolving needs and aspirations of our patrons.



- Build community by connecting people to inspire learning & personal growth
- Uphold equitable access to information and services in a safe and welcoming environment
- Ignite curiosity with innovative technology
- Design welcoming and accessible spaces to inspire discovery
- Cultivate a workplace culture that fosters creativity and innovation
- Promote awareness and visibility of the library and its role in the community

The Orangeville Public Library's budget for 2024 is structured to balance our commitment to quality services with fiscal responsibility. We aim to maximize the value of every dollar spent to deliver exceptional library experiences to our community.

The strategic plan reflects our dedication to serving the community with excellence, innovation, and inclusivity. As we embark on another year to Connect, Discover, and Soar! Together, we can create a thriving library that truly enriches lives and helps individuals reach new heights.

By the numbers

Who We Serve

Everyone is welcome to use library facilities, programs and services.

Members can borrow physical and digital items with a library card.

How We Measure

- Customer satisfaction levels
- Visits to library
- Attendance at library programs
- Number of strategic partnerships
- Library memberships
- Circulation of library material - physical, digital and non-traditional

Accomplishments

- Renovations at the Mill Street Library
- New board welcomed March 2023
- Satellite services delivered from 49 Townline the Old Train Station
- Refresh of the Alder Library Entrance
- Opened permanent StoryWalk in partnership with CVC – Tales on Trails at Island Lake

What We Do

The library is a place for everyone to connect and discover; where learning and possibility allows each member to soar!

Connect: Create opportunities to build community through partnerships, championing inclusivity and equitable access for all.

Discover: Ignite curiosity and boost discovery through life-long learning with books, technology, programs and dynamic spaces.

Soar: Inspire our team to live our values and create memorable customer experiences so everyone can reach new heights.

Who We Are

Member Governing Board: 7
(5 public members & 2 councillors)

CEO: 1

Administrative Assistant: 1

Librarians: 3

Coordinators: 3

Public Service Assistants: 21



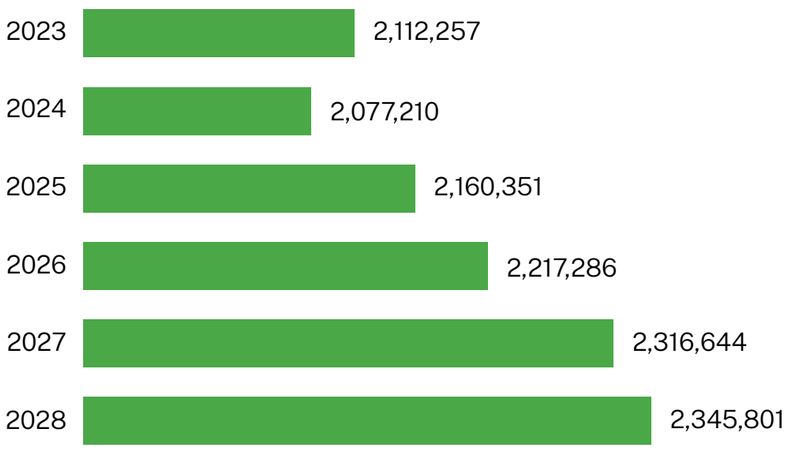
Library Services 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Library Services									
User Fees	(114,439)	(108,677)	(125,711)	(17,034)	15.7%	(128,670)	(131,703)	(134,812)	(137,998)
Grants	(45,698)	(33,950)	(33,950)			(34,200)	(34,270)	(34,341)	(34,414)
Fines	(1,208)	(8,000)	(2,371)	5,629	(70.4%)	(2,430)	(2,491)	(2,553)	(2,617)
Other Revenues	(7,763)	(11,000)	(11,000)			(11,000)	(11,140)	(11,283)	(11,429)
Sub-total Revenues:	**(169,108)**	**(161,627)**	**(173,032)**	**(11,405)**	**7.1%**	**(176,300)**	**(179,604)**	**(182,989)**	**(186,458)**
Compensation	1,565,769	1,723,399	1,726,092	2,693	0.2%	1,773,974	1,823,797	1,874,078	1,924,384
Insurance	4,937	5,529	7,682	2,153	38.9%	8,450	9,295	10,225	11,248
Professional Development and Assoc. Fees	11,617	18,016	18,287	271	1.5%	18,561	18,840	19,122	19,409
Office and Administration	14,132	22,656	23,145	489	2.2%	23,611	24,195	24,796	25,410
Public Relations, Promotions and Events	7,807	8,670	8,843	173	2.0%	9,020	9,246	9,477	9,714
Licences and Support	21,868	30,250	30,855	605	2.0%	31,472	32,259	33,065	33,892
Service and Lease Agreements	6,486	7,461	7,600	139	1.9%	7,741	7,935	8,133	8,336
Programs	16,737	18,839	19,216	377	2.0%	19,600	19,992	20,591	21,208
Service Charges	2,291	1,836	1,873	37	2.0%	1,910	1,958	2,007	2,057
Utilities	19,938	21,731	22,280	549	2.5%	24,508	26,959	29,655	32,620
Maintenance and Repairs	39,239	73,607	75,227	1,620	2.2%	76,883	78,356	79,867	81,417
Equipment Purchases	628	3,000	3,060	60	2.0%	3,121	3,199	3,279	3,361
Professional Fees	1,220	5,000	5,000			5,000	5,000	5,000	5,000
Inter-Departmental Re-Allocations	25,441	30,487		(30,487)	(100.0%)				
Sub-total Expenses:	**1,738,110**	**1,970,481**	**1,949,160**	**(21,321)**	**(1.1%)**	**2,003,851**	**2,061,031**	**2,119,295**	**2,178,056**
Transfers to(from) Reserve	285,850	241,875	248,082	6,207	2.6%	254,474	261,059	264,466	270,203
Transfer to Capital		61,528	53,000	(8,528)	(13.9%)	78,326	74,800	115,872	84,000
Total Transfers	**285,850**	**303,403**	**301,082**	**(2,321)**	**(0.8%)**	**332,800**	**335,859**	**380,338**	**354,203**
Total Library Services Levy Impact	**1,854,852**	**2,112,257**	**2,077,210**	**(35,047)**	**(1.7%)**	**2,160,351**	**2,217,286**	**2,316,644**	**2,345,801**

Library Services 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Library Services Levy Impact	**1,854,852**	**2,112,257**	**2,077,210**	**(35,047)**	**(1.7%)**	**2,160,351**	**2,217,286**	**2,316,644**	**2,345,801**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(35,047)	83,141	56,935	99,358	29,157
Reallocations					
GM & EA Compensation	(50,246)				
Inflationary Impact					
Salaries & Benefits	46,680	47,882	49,823	50,281	50,306
User Fees	(17,034)				
Transfer to Capital		25,326		41,072	(31,872)
Service Level Impact					
Interdepartmental Costs	(30,487)				

Individual Drivers not exceeding $10,000 have been excluded

Library Services 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **780 Library Services**										
15000.0000 Library Collections--	213,082	219,474	226,059	229,466	235,203	241,083	254,000	260,000	266,500	273,000
20201.1300 CF-Furniture and Equip--Public Library -1 Mill St	30,000	10,000	30,000	10,000	30,000	30,000	30,000	30,000	30,000	30,000
20320.1300 CF-Computer Hardware Library	57,241	4,326		52,339						
20361.1300 Network Infrastructure--Public Library -1 Mill St			26,000							
20383.1300 CF-Security Inventory System Library RFID	40,000	25,000			25,000			30,000		
20384.1300 Library Modernization		20,000		20,000						
B1287.0000 Makerspace Upgrades	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
B1289.0000 New Service Delivery Lockers/Kiosk			25,000	25,000						
Total Investment in Capital	**345,323**	**283,800**	**312,059**	**341,805**	**295,203**	**276,083**	**289,000**	**325,000**	**301,500**	**308,000**
Less: Funding Sources										
Reserves/ Reserve Funds	340,323	225,474	237,259	245,933	246,203	247,083	260,000	272,000	272,500	279,000
Total Other Funding Sources	**340,323**	**225,474**	**237,259**	**245,933**	**246,203**	**247,083**	**260,000**	**272,000**	**272,500**	**279,000**
Total Library Levy Impact	**5,000**	**58,326**	**74,800**	**95,872**	**49,000**	**29,000**	**29,000**	**53,000**	**29,000**	**29,000**

Town of Orangeville

Capital Projects

Project 15000.0000 Library Collections --
Department Library
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Collection Development - the library houses a large collection (approx. 80,000 items) of resources that are available for members to borrow. In addition to the large collection of books, the library also offers magazines, DVDs (audio books and movies/TV series), music, and electronic resources.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**2,417,867**	**213,082**	**219,474**	**226,059**	**229,466**	**235,203**	**1,294,583**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Library Collectio	2,417,867	213,082	219,474	226,059	229,466	235,203	1,294,583
	2,417,867	213,082	219,474	226,059	229,466	235,203	1,294,583
Funding Total	**2,417,867**	**213,082**	**219,474**	**226,059**	**229,466**	**235,203**	**1,294,583**

Attributes

Attribute	Value	Comment
Department	Library	
Loc.Fleet.Eqpt	0000	
Budget Year	2017	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life		
Approval Status	Approved	
Project Reference	Library Collections	
Activity	15000 Library Collections	
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 15000.0000 Library Collections --
Department Library
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 20201.1300 CF - Furniture and Equip -- Public Library - 1 Mill St
Department Library
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Replacement of public furniture and equipment as ongoing maintenance to ensure safety and efficiency. Continue committment to upgrade various technologies.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**260,000**	**30,000**	**10,000**	**30,000**	**10,000**	**30,000**	**150,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	84,000	30,000	6,000	6,000	6,000	6,000	30,000
	84,000	30,000	6,000	6,000	6,000	6,000	30,000
Tax Levy							
Trf from Levy	176,000		4,000	24,000	4,000	24,000	120,000
	176,000		4,000	24,000	4,000	24,000	120,000
Funding Total	**260,000**	**30,000**	**10,000**	**30,000**	**10,000**	**30,000**	**150,000**

Attributes

Attribute	Value	Comment
Department	Library	
Loc.Fleet.Eqpt	1300 Public Library - 1 Mill St	
Budget Year	2017	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life		
Approval Status	Approved	
Project Reference		
Activity	20201 CF - Furniture and Equip	

Town of Orangeville

Capital Projects

Project 20201.1300 CF - Furniture and Equip -- Public Library - 1 Mill St
Department Library
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 20320.1300 CF - Computer Hardware -- Public Library - 1 Mill St
Department Library
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Change of Project Scope in 2024.

Previous Scope: The Library has over 40 systems that are on beginning to fail and are not keeping pace with the demands of clients. Upgrades are required for these systems.

New Scope: The proposed new use of these funds is still focused on technology and hardware; however, it is specific to the technical needs of the library. List of uses, subject to prices changes includes:

$15,000 Wired Meeting/Study Pod
$12,500 Laptop Lending Kiosk
$10,000 Makerspace Wiring
$ 5,000 Touch Screen computers to Public Access to the Catalogue
$ 5,000 Cameras for Mill St Library - new sight lines
$ 9,741 Wireless printing capabilities, display screens, Foot traffic counters, Wifi range extender
---
$57,241

No financial impact related to the change in scope.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**56,665**		**4,326**		**52,339**		
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	10,467				10,467		
	10,467				10,467		
Tax Levy							
Trf from Levy	46,198		4,326		41,872		
	46,198		4,326		41,872		
Funding Total	**56,665**		**4,326**		**52,339**		

Attributes

Attribute	Value	Comment
Department	Library	
Loc.Fleet.Eqpt	0000	
Budget Year	2019	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	20320 Computer Hardware	

Town of Orangeville

Capital Projects

Project 20320.1300 CF - Computer Hardware -- Public Library - 1 Mill St
Department Library
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan		
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 20383.1300 CF - Security Inventory System Library RFID
Department Library
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Radio Frequency Identification (RFID) technology is an emerging technology currently being used by organizations such as retailers, hospitals, and libraries. Many large and small library systems have installed RFID systems in the interest of saving time, money and labor. Radio-frequency identification (RFID) uses a wireless radio system to transfer data from a tag attached to an object, such as a book, so you can identify it and track its use. The tag contains electronically stored information on a microchip which is read by a RFID reader or scanner. Radio Frequency Identification, although initially costly to implement, promises (according to early adopters) to provide savings in time, money and labor without diminishing the level of core services provided. There are four main reasons the library board is looking to make this type of significant investment: **Customer satisfaction**. Books and other materials move out of the library faster. S**taff productivity and satisfaction**. With RFID, librarians can do more in less time. Some of the most time-consuming tasks—check-ins, checkouts, searching for holds or lost items, and shelf management—are fully or partially automated. That opens up opportunities for improving current services and for enhancing the mission of the library. **Staff health**. RFID will provide for the elimination of some of the circulation activities associated with the occurrence of injuries such repetitive stress/fatigue. **Fiscal responsibility**. Sound return on investment, based on recent studies RFID systems usually pay for themselves in two or three years. An RFID system can help keep staff costs constant and predictable and costs due to lost or misplaced items can be reduced. Implementation of this technology begins with the tagging all material with an RFID label, connecting that label to the inventory control system. Once the entire collection (80,000 items) has been tagged and linked to the system - new equipment to read the tags (i.e. workstations, gates and infrastructure).

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**110,000**	**30,000**	**25,000**			**25,000**	**30,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	41,000	30,000				5,000	6,000
	41,000	30,000				5,000	6,000
Tax Levy							
Trf from Levy	69,000		25,000			20,000	24,000
	69,000		25,000			20,000	24,000
Funding Total	**110,000**	**30,000**	**25,000**			**25,000**	**30,000**

Attributes

Attribute	Value	Comment
Department	Library	
Loc.Fleet.Eqpt	0000	
Budget Year	2018	
Priority		
Status		
Project Type	Upgrade	
Service Life		
Approval Status	Approved	
Project Reference		
Activity	B0126 <Generated>	

Town of Orangeville

Capital Projects

Project 20383.1300 CF - Security Inventory System Library RFID
Department Library
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	Yes	

Town of Orangeville

Capital Projects

Project B1287.0000 Makerspace Upgrades
Department Library
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Strategic Direction: Discover
Goal 3: Ignite curiosity with innovative technology \
Objective I: Design a makerspace with a digital media lab

Providing sustained value to the makerspace community requires continuous upgrading and replacement of key enterprise systems and technology. This allocation acknowledges the importance and financial commitment required to ensure the makerspace equipment remains relevant year after year. Technology is changing at a rapid pace, requiring new equipment and constant upgrading. The intent is a flexible fund where market fluctuations and supply and demand can be weathered across years/terms.

Makerspaces are becoming popular in public libraries, from digital labs to creative studios, including equipment such as 3-D printers, vinyl cutters, sound and video recording equipment, scanners, and a growing variety of equipment. This supports digital literacy in the community, both for individuals and for businesses, which can use the equipment to test prototypes for example.

In the community survey, 31% of the respondents thought that this would be important to them in the future. In the staff survey, 54% thought the library needed to provide this service.

The Orangeville Public Library was awarded a LEAF Commonwell Grant to purchase the initial equipment for a makerspace. This will be located at the Alder Street Branch in the space left by the areas used as the computer lab for a previous tenant.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**50,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**25,000**
Funding							
Tax Levy							
Trf from Levy	50,000	5,000	5,000	5,000	5,000	5,000	25,000
	50,000	5,000	5,000	5,000	5,000	5,000	25,000
Funding Total	**50,000**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**	**25,000**

Attributes

Attribute	Value	Comment
Department	Library	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	Upgrade	
Service Life	5	
Approval Status	Approved	
Project Reference		
Activity	B1287 <Generated>	
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1287.0000 Makerspace Upgrades
Department Library
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Crossing Guards

DARLA FRASER, CEO, ORANGEVILLE PUBLIC LIBRARY, CROSSING GUARDS

The 2024 budget provides for an enhanced Crossing Guard Program in the Community Services Department, crafted to further elevate the safety of our community members, especially our young students, as they navigate our roads on their journey to and from school. The Crossing Guard Program stands at the junction of public education, road safety, and student success, embodying a commitment to foster an active transportation culture and build a healthier, safer community.

The Crossing Guard Program is an integral part of our community's commitment to safeguarding our residents, particularly our schoolchildren, as they travel to and from their educational institutions. This program reflects our unwavering dedication to promoting road safety awareness and encouraging active modes of transportation, while simultaneously cultivating a strong sense of community service.





Our priorities include:

Enhanced Safety Measures: Our budget allocates resources to the implementation of advanced safety measures, including additional crossing guards at key intersections, enhanced visibility equipment, and ongoing safety training to ensure the well-being of our both our guards and pedestrians.

Community Education: We are committed to expanding our public education efforts by developing educational campaigns that emphasize road safety awareness among students, parents, and the wider community. These initiatives will be both engaging and informative, encouraging responsible road behavior.

Active Transportation: This budget supports our aspiration to foster a culture of active transportation, which includes walking and cycling. By ensuring safer routes to schools and promoting healthy habits, we aim to contribute to a more vibrant and healthier Orangeville.

Crossing Guard Well-being: The well-being of our crossing guards is of utmost importance. This budget accounts for their professional development, health, and safety, recognizing their tireless dedication to the safety of our community members.

Our budget for the Crossing Guard Program in 2024 has been meticulously structured to achieve optimal utilization of resources while maintaining our commitment to road safety, public education, and community well-being. Allocations have been made for personnel, training, equipment, community engagement initiatives, and program administration.

This small increase represents a significant investment in the safety and vitality of our community. This program not only prioritizes the well-being of our residents, particularly our young students, but also underscores our dedication to building a town that values active transportation and community service.

We acknowledge that the work of our crossing guards requires confidence, stamina, and a strong dedication to community service. Their commitment to ensuring the safety of our roads and pathways inspires us all. As we move forward into the new fiscal year, we invite you to explore the details of our budget estimates and join us in our collective effort to create a safer, healthier, and more vibrant Orangeville.

By the numbers

Who We Serve

Pedestrians – Students and families traveling to and from school

All Community Members

Who We Are

Permanent Part Time Guards: 27

Casual Crossing Guards: 6

Supervisor, Full Time: 1

Accomplishments

- Additional training/retraining and ongoing support of a dedicated supervisor
- Appreciation Day held in June, in person
- Vehicular and Pedestrian comprehensive counts underway
- Data Orangeville (DO), updated with Crossing Guard profiles, pictures and names

What We Do

- Provide safe and active routes
- to school for students in the community.
- Guide vehicular traffic to ensure safe pedestrian crossing.
- Plan, develop and align with current legislation and best practices based on the Ontario Traffic Council (OTC), School Crossing Guard Program

How We Measure

Crossing Guard Stations: 24

Signalized Intersections: 8

All Way Stop-Controlled Intersections: 6

Minor Street Stop-Controlled Intersections: 9

Mid-Block Intersection: 1

Provide safe travel to and from school for more than 15,000 students weekly.

Service 13 Schools, Elementary & Secondary from 3 School Boards (UGDSB/ DPCDSB,CSV)

60 unique Crossing Guard shifts per day



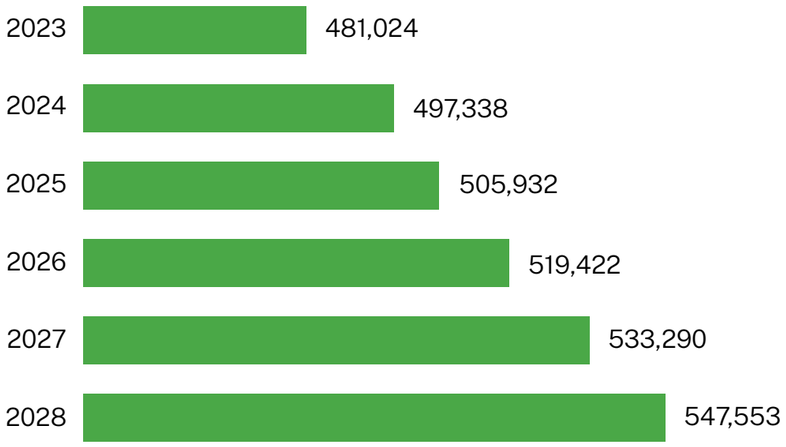
Crossing Guards 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Crossing Guards									
Compensation	365,257	468,742	482,259	13,517	2.9%	495,169	508,430	522,063	536,085
Professional Development and Assoc. Fees	646	1,030	1,551	521	50.6%	1,572	1,603	1,635	1,668
Office and Administration	530	670	2,683	2,013	300.4%	2,697	2,714	2,732	2,750
Safety Equipment and Clothing	5,455	3,451	8,020	4,569	132.4%	3,590	3,698	3,809	3,923
Materials and Supplies	978	1,325	2,825	1,500	113.2%	2,904	2,977	3,051	3,127
Inter-Departmental Re-Allocations	3,144	5,806		(5,806)	(100.0%)				
Sub-total Expenses:	**376,010**	**481,024**	**497,338**	**16,314**	**3.4%**	**505,932**	**519,422**	**533,290**	**547,553**
Total Crossing Guards Levy Impact	**376,010**	**481,024**	**497,338**	**16,314**	**3.4%**	**505,932**	**519,422**	**533,290**	**547,553**

Crossing Guards 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Crossing Guards Levy Impact	**376,010**	**481,024**	**497,338**	**16,314**	**3.4%**	**505,932**	**519,422**	**533,290**	**547,553**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	16,314	8,594	13,490	13,868	14,263
Inflationary Impact					
Salaries & Benefits	10,159	10,413	10,663	10,920	11,180

Individual Drivers not exceeding $10,000 have been excluded

Economic Development & Culture

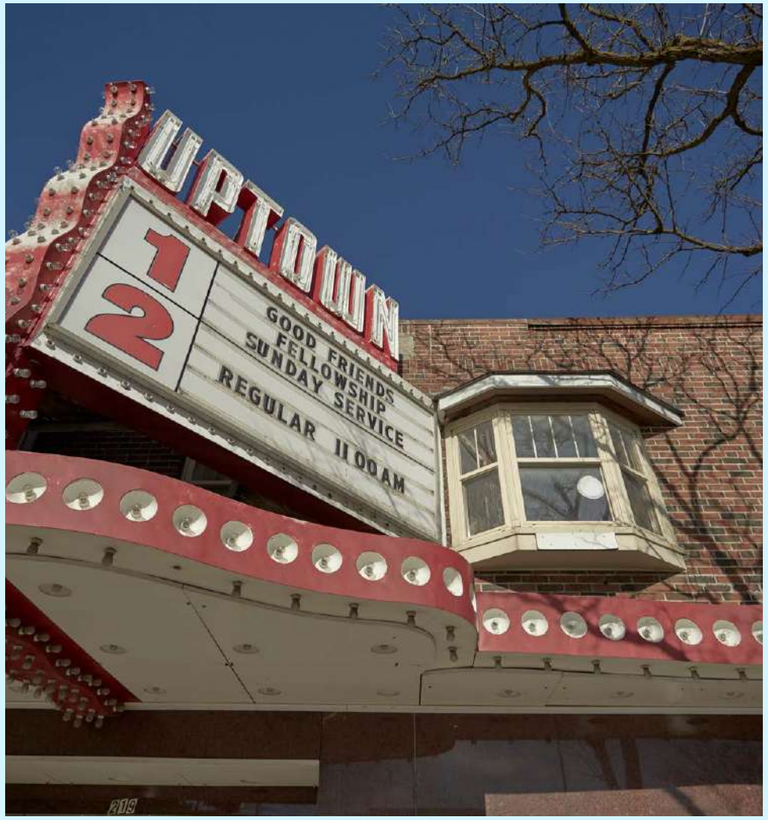
KATRINA LEMIRE, ECONOMIC DEVELOPMENT & CULTURE MANAGER

Orangeville's Economic Development and Culture office aims to foster our community's economic growth by taking an active role in the attraction, retention, and expansion of local businesses. Identified as one of Orangeville's strategic goals, the economic resiliency of our Town relies on the successful creation of a supportive and flexible ecosystem for businesses. Nurturing entrepreneurship, stimulating tourism and cultural development, and demonstrating Orangeville's competitive advantages are specific priorities that appeal to investors, tourists, and talent.

Our local businesses continue to respond to changing market conditions including ongoing pandemic recovery, workforce shortages, and supply chain issues. Despite these challenges, positive signs of growth and recovery are evident. Over the past year, business construction has increased, employment has returned to pre-pandemic levels, and both visitors and residents have enjoyed experiences and events in our vibrant community.

The specific and changing needs of our local businesses drive the work of the Economic Development and Culture office. Entrepreneurs of all stages and sizes can benefit from free guidance delivered by the Orangeville & Area SBEC, complemented by funding and advisory programs such as Starter Company and Digital Main Street. Continued implementation of the Tourism Strategy and Action Plan focuses on promoting the "Love, Orangeville" brand, enhancing our public art collection, and developing tour experiences. The maintenance of key assets such as wayfinding and gateway signage fosters community pride and visitor recognition. The new Community Improvement Plan offers innovative programs to encourage private sector investment that will support revitalization and redevelopment efforts in our downtown and industrial areas. Local, regional, and provincial partnerships further validate these initiatives while reducing costs to Orangeville's taxpayers.

With these foundational services in place, there is an opportunity to identify new and targeted ways to support and grow our local economy. The creation of an Economic Development and Culture strategy in 2024 would define the priorities, actions, and investments that are required to achieve the Town's Strategic Plan and enhance the economic resiliency of our community. As we look ahead, creating a welcoming, supportive, and inclusive environment for the Town's businesses, visitors, and residents will remain the fundamental objective of Orangeville's Economic Development and Culture office.





By the numbers

Who We Serve

Existing and potential business owners in Orangeville and surrounding areas

Business, tourism, and cultural organizations in Orangeville

Tourists, visitors and residents

Who We Are

Manager, Economic Development & Culture: 1

Officer, Tourism and Culture: 1

Co-ordinator, SBEC: 1

Co-ordinator, Marketing and Projects: 1

Administrative Assistant: 1

What We Do

- Attract, retain and expand businesses by promoting our community, creating connections, and offering community data and insights
- Foster entrepreneurship by delivering SBEC services and programs
- Stimulate tourism and culture through the implementation of the Tourism Strategy and Action Plan
- Develop, maintain and nuture partnerships to enhance program delivery and funding
- Support workforce development by hosting an annual job fair and promoting local business opportunities
- Execute special projects and initiatives



How We Measure

Number of businesses operating: 2,789

Number of jobs: 14,699

Tourism inquiries: 2,005

Delivery of workshops and events: 15 for 428 registrants

Business consultations: 570

Non-residential construction value: $25,143,771

Funding and grants invested in community: $311,180

Accomplishments

- Continued implementation of the Tourism Strategy and Action Plan including stewardship of the Love, Orangeville tourism brand
- Delivery of programs and events to support local businesses including SBEC services, Digital Main Street, and the Orangeville & Area Job Fair
- Ongoing initiatives to enhance investment in our community such as execution of the Community Improvement Plan

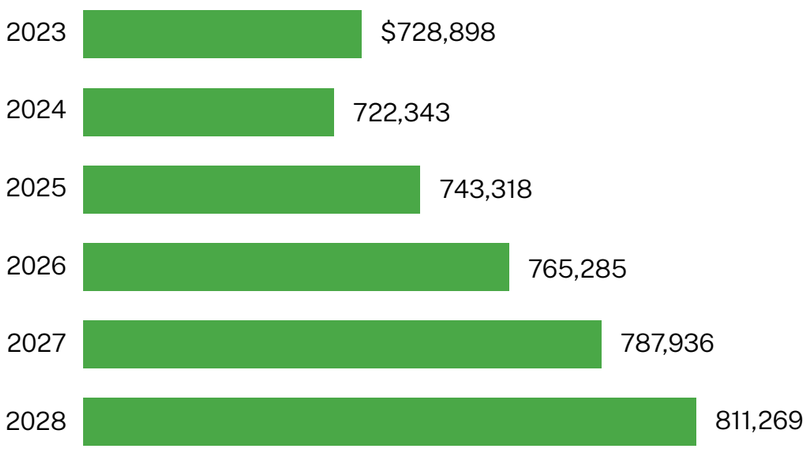
Economic Development & Culture 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Economic Development & Culture									
User Fees	(4)	(10,500)	(10,500)			(10,500)	(10,500)	(10,500)	(10,500)
Grants	(274,192)	(201,280)	(222,745)	(21,465)	10.7%	(201,280)	(201,280)	(201,280)	(201,280)
Other Revenues	(1,308)								
Sub-total Revenues:	**(275,504)**	**(211,780)**	**(233,245)**	**(21,465)**	**10.1%**	**(211,780)**	**(211,780)**	**(211,780)**	**(211,780)**
Compensation	661,227	687,203	687,235	32		689,299	708,830	728,990	749,759
Grants	75,173	90,000	90,000			90,000	90,000	90,000	90,000
Professional Development and Assoc. Fees	2,816	2,500	3,790	1,290	51.6%	3,865	3,942	4,021	4,102
Office and Administration	6,436	14,376	15,781	1,405	9.8%	11,301	11,390	11,480	11,571
Public Relations, Promotions and Events	56,117	84,315	86,120	1,805	2.1%	86,629	87,526	88,441	89,395
Maintenance and Repairs	373	2,947	4,255	1,308	44.4%	4,410	4,572	4,743	4,921
Outside Services	54,737	54,867	59,387	4,520	8.2%	60,574	61,785	63,021	64,281
Professional Fees	4,665	2,520	6,020	3,500	138.9%	6,020	6,020	6,020	6,020
Inter-Departmental Re-Allocations	4,814	6,138		(6,138)	(100.0%)				
Sub-total Expenses:	**866,358**	**944,866**	**952,588**	**7,722**	**0.8%**	**952,098**	**974,065**	**996,716**	**1,020,049**
Transfers to(from) Reserve	3,000	(4,188)	3,000	7,188	(171.6%)	3,000	3,000	3,000	3,000
Total Transfers	**3,000**	**(4,188)**	**3,000**	**7,188**	**(171.6%)**	**3,000**	**3,000**	**3,000**	**3,000**
Total Economic Development & Culture Levy Impact	**593,854**	**728,898**	**722,343**	**(6,555)**	**(0.9%)**	**743,318**	**765,285**	**787,936**	**811,269**

Economic Development & Culture 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Economic Development & Culture Levy Impact	**593,854**	**728,898**	**722,343**	**(6,555)**	**(0.9%)**	**743,318**	**765,285**	**787,936**	**811,269**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(6,555)	20,975	21,967	22,651	23,333
Reallocations					
GM & EA Compensation	(33,498)				
Inflationary Impact					
Salaries & Benefits	23,926	18,962	19,531	20,160	20,769
Previously Endorsed					
Digital Main St Grant Revenue	(21,465)	21,465			
Digital Main St Grant Expenses	21,465	(21,465)			

Individual Drivers not exceeding $10,000 have been excluded

Economic Development & Culture 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **320 Economic Development & Culture**										
13105.0000 Tree Sculpture--		10,200	10,404	10,612	10,824	11,040	11,261	11,486	11,716	11,950
B1343.0000 Ec Dev Strategy	75,000									
B1353.0000 Gateway sign replacement	25,000									
B1405.0000 RP-Way Finding Signage	29,186									
Total Investment in Capital	**129,186**	**10,200**	**10,404**	**10,612**	**10,824**	**11,040**	**11,261**	**11,486**	**11,716**	**11,950**
Less: Funding Sources										
Reserves/ Reserve Funds	29,186									
Total Other Funding Sources	**29,186**									
Total Economic Development & Culture Levy Impact	**100,000**	**10,200**	**10,404**	**10,612**	**10,824**	**11,040**	**11,261**	**11,486**	**11,716**	**11,950**

Town of Orangeville

Capital Projects

Project	B1343.0000 Ec Dev Strategy
Department	Economic Development & Culture
Version	3 Management Review 1
Year	2024

Description

Project Details

Orangeville's current Economic Development Strategy Update was adopted in 2018 as a five-year plan. All key actions outlined have now been completed or have become obsolete due to changes within the community. The development of a new strategy in 2024 will identify the objectives and actions required to guide economic development in Orangeville, driven by the Town's strategic goal of Economic Resilience. Specific challenges related to industrial/commercial land availability, workforce development, and business retention/attraction will be addressed. By hiring a consultant to complete the strategy, the Town will gain external perspective and expertise. Stakeholder engagement and a thorough analysis of Orangeville's business environment will be important requirements for this project.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**75,000**	**75,000**					
Funding							
Tax Levy							
Trf from Levy	75,000	75,000					
	75,000	75,000					
Funding Total	**75,000**	**75,000**					

Attributes

Attribute	Value	Comment
Department	Economic Development & Culture	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5-7 Years	
Approval Status	Approved	
Project Reference		
Activity	B1343 <Generated>	
Strategic Plan	Economic Resilience	Readiness, Ecosystem and Competitiveness
Other plans and studies	2018 Economic Development Strategy Update	Action items in existing five-year strategy update are now complete or outdated.
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1343.0000 Ec Dev Strategy
Department	Economic Development & Culture
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1 - to support vendor selection
Communications	Yes	Q1 - to support engagement
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1353.0000 Gateway sign replacement
Department Economic Development & Culture
Version 3 Management Review 1 **Year** 2024

Description

Project Details

One of Orangeville's four gateway signs requires replacement. The sign is located on the northeast corner of First Street and Highway 10 and was originally installed in 2002. Annual maintenance and repairs have helped to prolong the life of this sign, but significant deterioration has led to the need for a full replacement. The existing base and lighting are in working order so replacement costs are limited to the actual sign.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**25,000**	**25,000**					
Funding							
Tax Levy							
Trf from Levy	25,000	25,000					
	25,000	25,000					
Funding Total	**25,000**	**25,000**					

Attributes

Attribute	Value	Comment
Department	Economic Development & Culture	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15 to 20 years	
Approval Status	Approved	
Project Reference		
Activity	B1353 <Generated>	
Strategic Plan	Community Vitality	Vibrancy
Other plans and studies	Tourism Strategy	Enhance Infrastructure and Investments: Continue to fulfill wayfinding program
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1353.0000 Gateway sign replacement
Department Economic Development & Culture
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	B1353.0000 Gateway sign replacement
Department	Economic Development & Culture
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1405.0000 RP - Way Finding Signage
Department	Economic Development & Culture
Version	3 Management Review 1
Year	2024

Description

Project Details

Reprioritization of funding from the previously approved Industrial Park Way Finding Signage Project.

Orangeville's collection of wayfinding signs helps to raise awareness of important destinations in our community. A series of complementary signs are installed throughout Town, directing visitors and residents to recreation facilities, visitor services, the downtown district, and other key assets. Five of the major directional signs have faded significantly since installation in 2016 and are now difficult to read. Repairs to the sign would ensure the information is visible and would allow for any updates to be made more easily. The repair includes a vinyl overlay with reflective lettering on modular panels with a protective overlaminate. With these repairs, the signs are expected to stay vibrant for at least ten years.

These signs are located at:
- Riddell/Montgomery (east and west facing)
- Townline/Dawson Road
- Broadway/Diane Drive
- Riddell/Alder

Budget

Total	2024	2025	2026	2027	2028	2029-2033

Attributes

Attribute	Value	Comment
Department	Economic Development & Culture	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B1405 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	

Facilities & Parks

CHARLES COSGROVE, FACILITIES & PARKS MANAGER

2023 was an exciting year for the facilities and parks divisions. We continued work on the pool renovation and rehabilitation, the design for the new Fire Hall, continued the trail system from the 2021 capital budget, and started the development of Rotary Park and Rebecca Hills Park. The facilities team was also involved with the renovation to the Orangeville Library which includes a new elevator, access to the lower level, washroom upgrades and a new service desk to help streamline the library operations.

Additional Highlights from 2023:

- The new Digital sign for the Tourism Centre
- The installation of shade structures at Fendley Park
- The small projects that provide better services to our user groups such as the storage shed for field lacrosse
- Continued work on the Orangeville trail system
- Repairs and roof replacement at the Water Pollution Control Plant and the Alder Street Recreation Centre.

The team looks forward to 2024 and the various projects and challenges to the services we provide.



Facilities

Plans for 2024 include:

- The continued upgrades to HVAC systems to provide savings to the Town and the residents of Orangeville.
- We will also continue with the roof replacement schedule to prolong the life of the asset; we are hoping to replace 4 small roofs at the Water Pollution Control Plant.
- Continue looking at energy savings within the Town facilities.

Parks

Our Parks Department provides a valuable service to all area residents. Our staff look after open spaces, conservation lands, trails, parks, splash pads, sports fields, skate parks, BMX park, and grass maintenance throughout the Town. Parks staff aid in the many special events that occur throughout the year in Orangeville by providing support, setting up, installing and delivery of goods.

The following is a small list of some projects the parks team will complete. The Veterans Way Trail; currently it is completed northwest of Broadway to Veterans way. The team is looking at having the section of trail from the south side of Broadway completed to Townline.

Rebecca Hills Park – The Town worked with area residents and the consultant to provide a preliminary draft of the park. After receiving feedback, the consultant has made some small adjustments to the project and working on the final details of the changes being proposed to this neighborhood park. A contractor has been



hired and is looking at the completion of the park renovation in the spring of 2024.

Another area of Interest will be the re-development of Rotary Park; a Landscape Architect is in place and is completing the necessary surveys and drawings for the first and second phase. The first phase is a project we are working on with Infrastructure services to replace the waterline through the park. As this is completed, the Architect will start the playground design that will include stakeholder involvement, including the Orangeville Rotary Club.

Along with these projects, we will be replacing various pieces of park's operating equipment to aid in the efficient operation of the division.

The Facilities and Parks Division will continually look at new and diverse ways to reduce costs, provide exceptional service, increase efficiencies, and prolong the life of the Town's assets. Our 2024 Operating Budget has very few increases and will be similar to 2023 while still allowing us to meet the day-to-day operational requirements of the division.

By the numbers

Who We Serve

31,000
residents of Orangeville

Internal Divisions: Facilities and Parks serves all divisions

CVC, Lion's Club, Rotary Club, Orangeville Legion, Orangeville Theatre, BIA, Town of Orangeville

How We Measure

The success of projects, ability to meet budget, and timelines.

Continuing to look for savings through energy efficiencies.

Who We Are

Manager: 1

Supervisors: 2

Coordinators: 2

Facility Operations Staff: 12.5

Corporate Operations staff: 2

Horticulture: 1

Parks Operational Staff: 2.5

Part-time Assistants: 10

Part-time Parks students: 16





What We Do

- Look after all Town Facilities and Structures including:
- 2 Multi-Purpose Facilities
- Operations Centre Structures
- Water Pollution Control Plant Structures
- Town Wells Structures
- Storm Water Ponds, grass maintenance
- All Parks, Open Spaces, 9 ball diamonds, 9 sportsfields, 1 dog park, 5 easonal buildings 4 with washroom facilities, 1 Community Garden
- All grass cutting including Town Boulevards,
- 35 Parks (over 49 hectares)
- 115 Hectares of Conservation Land

Accomplishments

- The completion of the first phase of Veterans Way Trail from Coiunty Road 16 to Blind Line
- The renovation to Orangeville Library
- Continuing to provide support to the various divisions in the Town
- The start of the Rebecca Hills Park redevelopment
- The start of the Rotary Park re-development plan
- The completion of many Capital projects including roofs, roof top units, new doors, equipment purchases to provide more efficient service, Library renovation, and feasibility studies

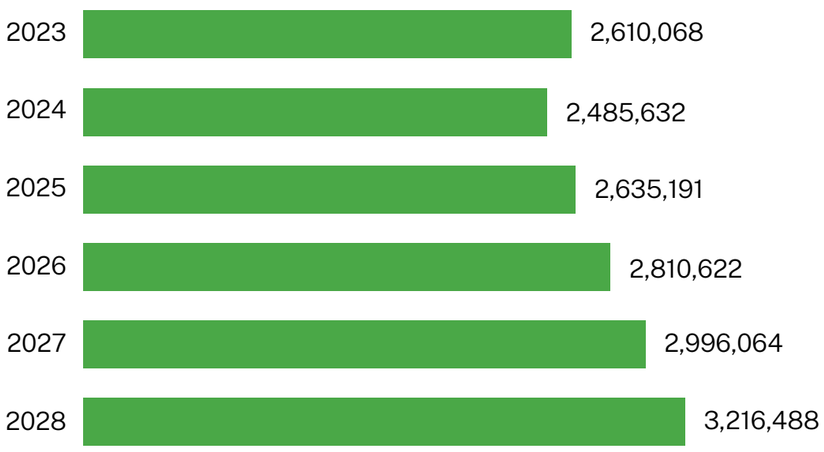
Facilities 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Facilities									
User Fees	(1,129,106)	(1,425,979)	(1,476,583)	(50,604)	3.5%	(1,479,738)	(1,481,910)	(1,484,125)	(1,486,333)
Agreement and Lease Revenue	(115,356)	(109,943)	(112,242)	(2,299)	2.1%	(114,076)	(116,447)	(118,356)	(120,802)
Other Revenues	(10,203)	(8,000)	(8,000)			(8,500)	(8,500)	(8,500)	(8,500)
Sub-total Revenues:	**(1,254,665)**	**(1,543,922)**	**(1,596,825)**	**(52,903)**	**3.4%**	**(1,602,314)**	**(1,606,857)**	**(1,610,981)**	**(1,615,635)**
Compensation	1,484,495	1,947,036	1,949,926	2,890	0.1%	2,003,197	2,058,071	2,108,133	2,165,272
Grants	8,105	7,790	7,790			7,790	7,790	7,790	7,790
Insurance	53,819	61,061	98,428	37,367	61.2%	108,272	119,099	131,008	144,109
Property Tax	71,035	78,502	79,445	943	1.2%	80,400	81,368	82,350	83,346
Professional Development and Assoc. Fees	7,826	11,405	11,605	200	1.8%	11,810	12,010	12,215	12,415
Office and Administration	11,846	30,525	30,670	145	0.5%	31,184	31,675	32,220	32,809
Licences and Support	(939)	1,000	1,000			1,000	1,000	1,000	1,000
Service and Lease Agreements	105,793	121,621	153,205	31,584	26.0%	154,253	159,062	164,451	186,030
Programs		255	260	5	2.0%	265	270	275	280
Safety Equipment and Clothing	20,862	43,136	43,663	527	1.2%	44,245	44,820	45,492	46,563
Utilities	606,064	756,923	819,630	62,707	8.3%	901,590	991,750	1,090,926	1,200,019
Fuel	1,611		1,853	1,853		2,038	2,242	2,466	2,713
Materials and Supplies	145,401	223,266	237,140	13,874	6.2%	239,775	243,944	248,203	252,807
Maintenance and Repairs	164,331	232,851	246,842	13,991	6.0%	251,021	254,522	259,135	263,278
Equipment Purchases	10,545	30,905	31,205	300	1.0%	31,790	32,265	32,865	34,340
Outside Services	345,072	303,990	294,795	(9,195)	(3.0%)	288,875	292,591	298,516	304,352
Inter-Departmental Re-Allocations	229,666	233,724		(233,724)	(100.0%)				
Sub-total Expenses:	**3,265,532**	**4,083,990**	**4,007,457**	**(76,533)**	**(1.9%)**	**4,157,505**	**4,332,479**	**4,517,045**	**4,737,123**
Transfers to(from) Reserve	70,000	70,000	75,000	5,000	7.1%	80,000	85,000	90,000	95,000
Total Transfers	**70,000**	**70,000**	**75,000**	**5,000**	**7.1%**	**80,000**	**85,000**	**90,000**	**95,000**
Total Facilities Levy Impact	**2,080,867**	**2,610,068**	**2,485,632**	**(124,436)**	**(4.8%)**	**2,635,191**	**2,810,622**	**2,996,064**	**3,216,488**

Facilities 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Facilities Levy Impact	**2,080,867**	**2,610,068**	**2,485,632**	**(124,436)**	**(4.8%)**	**2,635,191**	**2,810,622**	**2,996,064**	**3,216,488**

5 Year Levy Impact - Operating



Material Drivers 2023-2027

	2024	2025	2026	2027	2028
Net Change Levy Impact	(124,436)	149,559	175,431	185,442	220,424
Reallocations					
GM & EA Compensation	(50,246)				
One Time Reversed					
Outside Services - TR Door Mtc (2023)	(25,000)				
Inflationary Impact					
User Fees	(50,604)				
Salaries & Benefits	53,136	53,271	54,874	56,324	57,139
Insurance	37,367	9,844	10,827	11,909	13,101
Utilities	62,707	81,960	90,160	99,176	109,093
Previously Endorsed					
Enterprise Vehicles	35,729				16,678
One Time Impact					
Train Stn - Keypad & Auto Doors	10,000	(10,000)			
Service Level Impact					
Interdepartmental Costs	(233,724)				

Individual Drivers not exceeding $10,000 have been excluded

Facilities 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **380 Facilities**										
11802.0000 CF - Feasibility/Buisness Plan	120,000									
20201.1000 CF - Furniture and Equip Town Hall						7,500				
21000.4028 Vehicles - Rec -16 Ice Resurfacer		120,000								
21000.4029 Vehicles - Rec-17 Ice Resurfacer			120,000							
21125.1100 CF - Police Station	178,665									
21162.1200 CF - Security Cameras Alder	11,817					25,000				
21166.0000 CF - Digital Flat Screen TV									15,000	
21170.1300 CF - Elevator and front desk Recons Mill St Library	75,000									
21176.1200 CF - Exterior Door & Frame Repl Alder	20,000									
21187.1000 Camera System Town Hall						25,000				
21189.1200 CF - Roof Top Unit Replacement Alder	115,000	175,000								
21191.1200 CF - Red and Green Sprinkler Pipe Alder	75,000									
21192.1000 Fan Coil Units Town Hall	60,000	60,000								
21195.1200 CF - Evaporative Condenser Alder	350,000									
21206.1060 CF - WPCP Roof Projects	155,968	71,232	96,672	91,584	76,320	42,739				
21208.1200 Alder Street Duct Cleaning									10,000	
21210.1200 Hydraulic Person Lift - Alder									75,000	
21211.1010 Theatre Flat Screen Digital Di									15,000	
21212.0000 LED Lighting for Wells, Resrvoirs, Dundgeons.	18,500	21,500								
21214.1200 Alder Flood Room Hot Water Tan									75,000	
21216.1000 CF - Town Hall Evaporator/Chiller	175,000									
21217.1000 CF - Town Hall Elevator	251,947									
21507.1000 CF - Wayfinding Signage Town Hall	4,644									
21507.1200 CF - Wayfinding Signage Alder	6,346									
26020.1000 Refuse/Recycle Centre Town Hall						3,000				
B0039.1000 Facility Painting - Town Hall						18,000				
B0116.1210 Tony Rose Pool Change Rooms			350,000							
B0579.0000 Fire Hall Roof Replacement		150,000								

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B0888.1200 Food Court Wall Alder		30,000								
B0897.1210 Banquet Hall floor replacement Tony Rose			50,000							
B0903.1200 RP - Exterior Painting of the exterior steel structures	83,000									
B0910.1200 Lars Boiler Replacement - Alder		75,000								
B0911.1200 Boiler Room Pump Replacement			50,000							
B0965.1200 Alder Parking Lot Asphalt Replacement		1,750,000								
B1064.1200 Refuse/Recycle Centres - Alder						6,500				
B1065.1210 Refuse/Recycle Centres - Tony Rose						5,500				
B1069.1210 Pool LED lights - Tony Rose			35,000							
B1077.1200 Camus Boiler - Alder						60,000				
B1163.1210 Tony Rose Facility Upgrades			2,000,000							
B1205.1210 Tony Rose RTU replacement							60,000			
B1206.1210 Tony Rose "A" rink exterior siding			200,000							
B1207.1100 OPP exterior steel door replacement			20,000							
B1208.1100 OPP carpet replacement in Offices		15,000								
B1209.1400 Tourism Centre Window Replacement							75,000			
B1210.1400 Tourism Centre Roof						100,000				
B1212.1010 Theatre Carpet Replacement Seating area		25,000								
B1214.1000 Town Hall Cedar Shingle Repalcement							100,000			
B1216.1000 Town Hall Boiler replacement							75,000			
B1342.1200 RP - Patio Furniture Alder	40,000									
B1352.0000 Floor Scrubber	15,000					17,000				
B1355.1000 RP - Workforce Accomodation Plan	50,000	75,000								
B1358.1111 Project Manager - Facilities	150,000	150,000	150,000							
B1367.1420 Train Station Tables and Chairs	10,000									
B1382.1100 OPP Roof Rehabilitation			115,000	112,000						
B1404.1200 Alder Pool Excess Soils Removal	50,000									
Total Investment in Capital	**2,015,887**	**2,717,732**	**3,186,672**	**203,584**	**76,320**	**310,239**	**310,000**		**190,000**	

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Less: Funding Sources										
Gas Tax - Federal		225,000	430,334							
Reserves/ Reserve Funds	1,332,119	190,300	191,000			17,500	62,000		18,000	
Water Rates	77,984	35,616	48,336	45,792	38,160	21,370				
Wastewater Rates	77,984	35,616	48,336	45,792	38,160	21,369				
Financing		1,750,000	2,000,000							
Total Other Funding Sources	**1,488,087**	**2,236,532**	**2,718,006**	**91,584**	**76,320**	**60,239**	**62,000**		**18,000**	
Total Facilities Levy Impact	**527,800**	**481,200**	**468,666**	**112,000**		**250,000**	**248,000**		**172,000**	

Town of Orangeville

Capital Projects

Project 21170.1300 CF - Elevator and front desk Recons
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Mill Street Library is a vital component of our community, it provides a place for people to meet, educate members of the immediate community as well as our neighbours in surrounding municipalities. Currently the lift that is in place is small, requires staff assistance in it's operation and is becoming difficult to find replacement parts when we experience breakdowns.

In order to accommodate a new elevator it will require that the current elevator shaft be expanded. This will create a need to build a new access way to the staircase going to the lower level of the library. A cost effective way to complete this without impacting any Heritage feature is to include the construction of a glass atrium that would accommodate a hallway leading to the staircase that services the lower level. The construction of a new elevator shaft, elevator and atrium would also require the replacement of the existing flooring in the lobby and the construction of a new service counter in order to improve flow and meet the staff and customer needs. A concept design and estimated budget By Dickinson and Hicks has been completed and is available upon request.

In order to complete the project, an additional $75K is being requested through the 2024 budget.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**75,000**	**75,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	75,000	75,000					
	75,000	75,000					
Funding Total	**75,000**	**75,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1300 Public Library - 1 Mill St	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B0973 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 21170.1300 CF - Elevator and front desk Recons
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To replace the exterior doors and frames at the Alder Street Recreation Centre. This facility opened on 2003 and over the years the doors and frames have started to corrode. This project is spread out over a five year period with the request of $20,000 per year.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**20,000**	**20,000**					
Funding							
Tax Levy							
Trf from Levy	20,000	20,000					
	20,000	20,000					
Funding Total	**20,000**	**20,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1200 Alder Rec Ctr - 275 Alder St	
Budget Year	2020	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15 years	
Approval Status	Approved	
Project Reference		
Activity	B0902 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY - Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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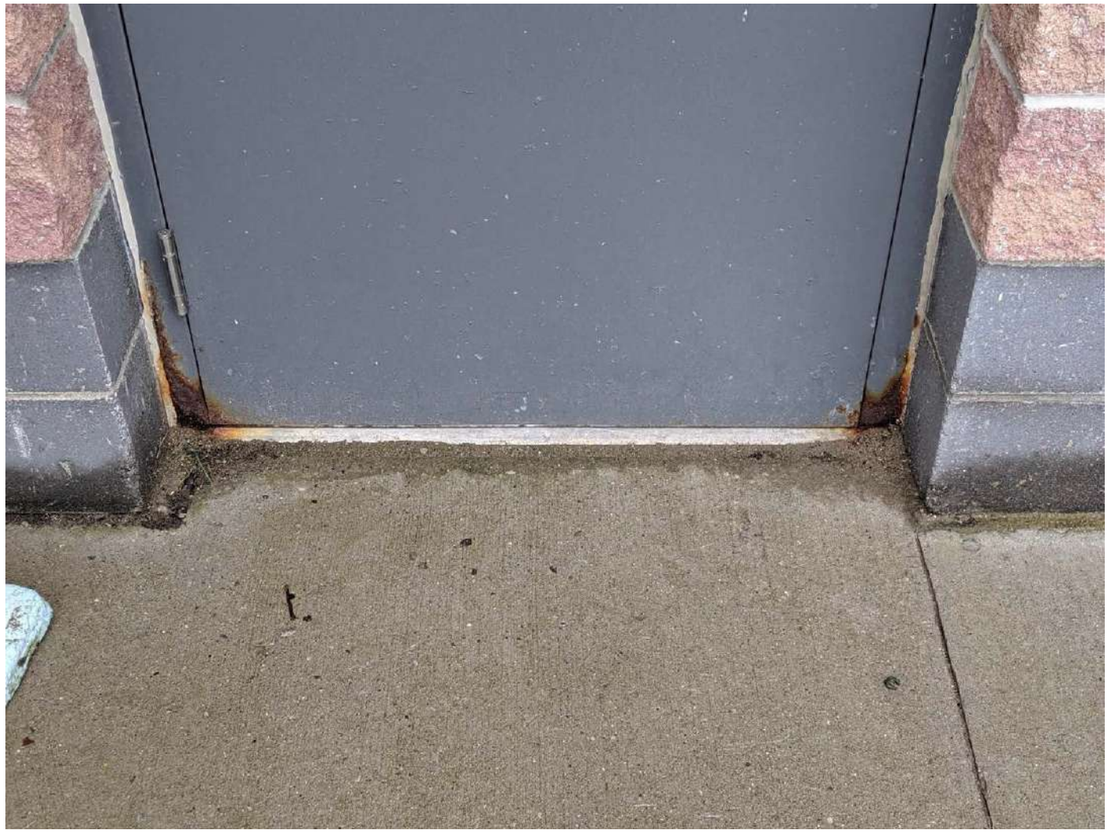
Town of Orangeville

Capital Projects

Project	21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	21176.1200 CF -Exterior Door & Frame Repl -- Alder Rec Ctr - 275 Alder St
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project 21189.1200 CF - Roof Top Unit Replacement -- Alder Rec Ctr - 275 Alder St
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To replace the various roof top units over a 6 year period. In the 2018 Capital Budget we were given funding to hire a consulting firm to assess the heating, ventilation, air conditioning, refrigeration and boilers systems. The evaluation was completed providing us with a list of the units that will need replacing within the next 5 to 10 years. Along with this evaluation the consultant provided estimated pricing for the replacement of the units. The following is a break down of the replacement schedule.

2021 RTU # 8 on going
2022 RTU # 2, 3, 4 Pictures included for 2022 Completed
2023 RTU # 10, 11, 14
2024 RTU # ,13, 15

This replacement schedule could alter depending on when the equipment fails, replacement may be required sooner than anticipated.

Note: for the budget year of 2023 we are looking at replacing roof top units 10, 11, and 14. Due to various break downs the replacement scheduled was altered.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**290,000**	**115,000**	**175,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	63,000	23,000	40,000				
	63,000	23,000	40,000				
Tax Levy							
Trf from Levy	227,000	92,000	135,000				
	227,000	92,000	135,000				
Funding Total	**290,000**	**115,000**	**175,000**				

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1200 Alder Rec Ctr - 275 Alder St	
Budget Year	2023	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B0912 <Generated>	

Town of Orangeville

Capital Projects

Project 21189.1200 CF - Roof Top Unit Replacement -- Alder Rec Ctr - 275 Alder St
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1,Q2
Communications	Yes	Q2
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project 21189.1200 CF - Roof Top Unit Replacement -- Alder Rec Ctr - 275 Alder St
Department Facilities
Version 3 Management Review 1 **Year** 2024

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Town of Orangeville

Capital Projects

Project 21192.1000 CF - Fan Coil Units -- Town Hall - 87 Broadway
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Town Hall has a total of 53 Fan Coil Units that were installed during the renovation and construction project in the early 90's. This past year we had three units fail that have been replaced. The Facilities Division is looking at replacing the remaining 50 units over the next five years. The average cost of each unit is $5,800. These units provide heat and cooling to the office spaces. A fan Coil Unit is a device that uses a coil and fan to heat or cool a room without connecting to ductwork.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**120,000**	**60,000**	**60,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	24,000	12,000	12,000				
	24,000	12,000	12,000				
Tax Levy							
Trf from Levy	96,000	48,000	48,000				
	96,000	48,000	48,000				
Funding Total	**120,000**	**60,000**	**60,000**				

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B1213 <Generated>	

Town of Orangeville

Capital Projects

Project 21192.1000 CF - Fan Coil Units -- Town Hall - 87 Broadway
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21195.1200 CF - Evaporative Condenser Alder
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To replace the evaporative condenser at the Alder Street Recreation Centre. The current condenser is original to the facility and will have reached it's life span of 15 to 20 years. The condenser is a very important piece of equipment used in the cycle of refrigeration. It's purpose is to remove heat from the high pressure high temperature gas in order for the secondary refrigerant to return to a low pressure, low temperature gas to allow the cycle of refrigeration to continue. Failure of this unit would not allow the Town to maintain their ice surfaces resulting in the loss of revenue and sport activities for the children and adults.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**34,000**	**34,000**					
Funding							
Tax Levy							
Trf from Levy	34,000	34,000					
	34,000	34,000					
Funding Total	**34,000**	**34,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B0594 <Generated>	
Strategic Plan	Corporate Capacity	Innovation
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

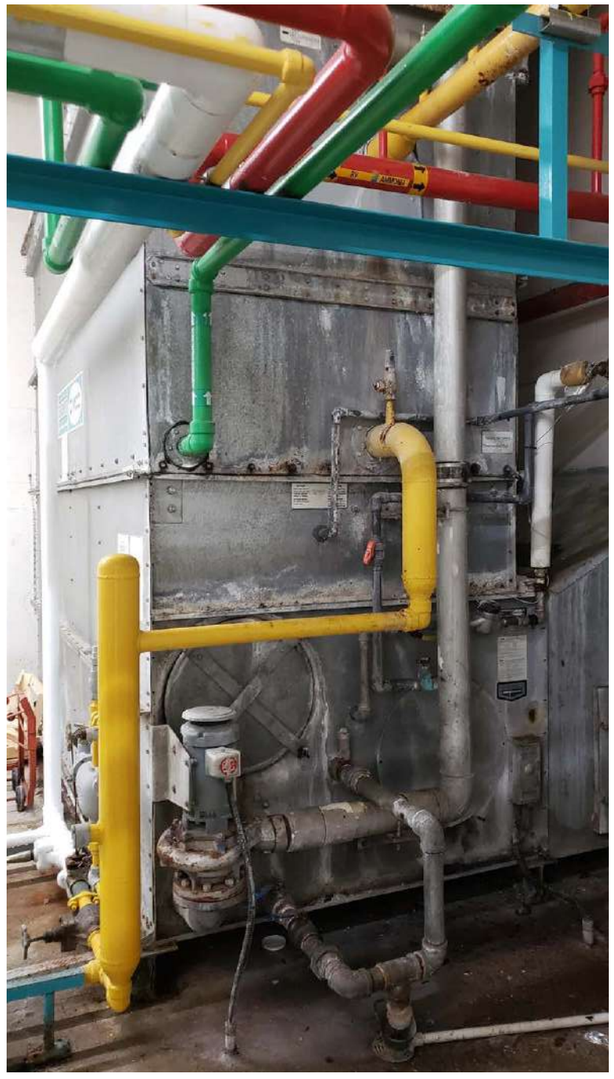
Project 21195.1200 CF - Evaporative Condenser Alder
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project 21195.1200 CF - Evaporative Condenser Alder
Department Facilities
Version 3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project 21206.1060 CF - WPCP Roof Projects
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

In 2021 Garland Canada provided free roof assessments to various Town Facilities. Garland Canada is part of the Kinetic Group that the Town of Orangeville participates. The Water Pollution Control Plant was one of the facilities that was selected due to the number of years the facility has been in operation. The report has the required work broken down over a period of 10 years. A full report has been completed and is available upon request.

In 2023 the roofs scheduled to be repaired are Blower Building 4, Clarifier building 3, Thickener building and blower building 5. Along with replacing the roofs these building require extensive brick repairs along the top edges of the roof lines. This has increased the price and funds required for 2024.

2024 - 2023 CFWD + Chemical Bldg.: 55,000 plus HST
2025 - Administration Building: 70,000 plus HST
2026 - Filter Bldg Section 1: 95000 plus HST
2027 - Filter Building 2 90000 plus HST
2028 - Inlet Bldg.: 75000 plus HST
2029 - New Plant Blower Bldg. section 1: 42,000 plus HST

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**534,515**	**155,968**	**71,232**	**96,672**	**91,584**	**76,320**	**42,739**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	267,258	77,984	35,616	48,336	45,792	38,160	21,370
Trf from RF - Wastewater	267,257	77,984	35,616	48,336	45,792	38,160	21,369
	534,515	155,968	71,232	96,672	91,584	76,320	42,739
Funding Total	**534,515**	**155,968**	**71,232**	**96,672**	**91,584**	**76,320**	**42,739**

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1060 Water Pollution Control Plant	
Budget Year	2022	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	35 years	
Approval Status	Approved	
Project Reference		
Activity	B1262 <Generated>	
Strategic Plan	Corporate Capacity	
Other plans and studies	WPCP Roof Report	

Town of Orangeville

Capital Projects

Project 21206.1060 CF - WPCP Roof Projects
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	Yes	Q1,Q2 through Kinetic GPo and Garland Canada
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21212.0000 LED Lighting for Wells, Resrvoirs, Dundgeons.
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The town wells, dungeons and reservoirs have various forms of fluorescent lighting that should be upgraded to LED lighting to reduce the amount of energy used at the various locations. The project can be carried out over a three year period to help reduce the overall impact.

2023:
Centennial Road booster station, Well 5 FB, West Sector Reservoir, Dungeon Reservoir, Standpipe Commerce Road, Well 5 pump house, Well 5B Pump house

2024:
Well 5 Pump house, Well 7, Well 9 Filter Building, Well 11, Well 12 Filter Building

2025:
South Sector reservoir, Well 10 Filter Building, Well 10 Pump house

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**40,000**	**18,500**	**21,500**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	8,000	3,700	4,300				
	8,000	3,700	4,300				
Tax Levy							
Trf from Levy	32,000	14,800	17,200				
	32,000	14,800	17,200				
Funding Total	**40,000**	**18,500**	**21,500**				

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B1264 <Generated>	

Town of Orangeville

Capital Projects

Project 21212.0000 LED Lighting for Wells, Resrvoirs, Dundgeons.
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	Innovation
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21217.1000 CF - Town Hall Elevator
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The current elevator was installed during the renovations in 1993. Over the last couple of years we have spent around $20,000 in repairs over and above the monthly service contract that we have in place. The main board that controls the operation of the elevator components are becoming obsolete and difficult to source. The service company has recommended that this elevator be replaced. An elevator consultant was hired in 2023 and they also concur that they elevator will require replacing. Additional funding required to complete the project.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**46,000**	**46,000**					
Funding							
Tax Levy							
Trf from Levy	46,000	46,000					
	46,000	46,000					
Funding Total	**46,000**	**46,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2023	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	30 years	
Approval Status	Approved	
Project Reference		
Activity	B1310 <Generated>	
Strategic Plan	Corporate Capacity	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 21217.1000 CF - Town Hall Elevator
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1.Q2
Communications	Yes	Q1,Q2,Q3
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	21217.1000 CF - Town Hall Elevator
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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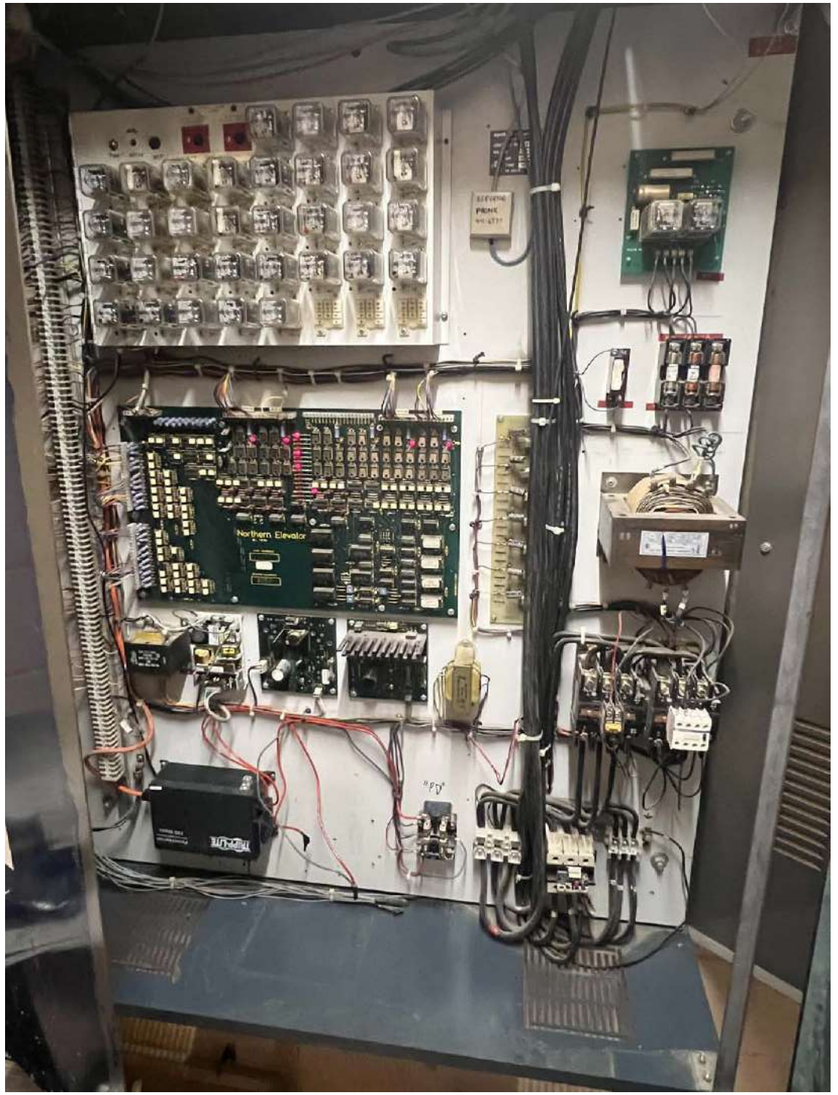
Town of Orangeville

Capital Projects

Project	21217.1000 CF - Town Hall Elevator
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project B0903.1200 RP - Exterior Painting of the exterior steel structures
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To prepare and re-paint the exterior steel over hangs above the entrance and exit doors. This would also include the two story steel structure at the front of the facility. This was previously completed in . Currently, the steel exterior is starting to flake and peel showing rust. Re-painting will help protect and prolong the life of the steel overhangs.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**25,000**	**25,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	17,000	17,000					
	17,000	17,000					
Tax Levy							
Trf from Levy	8,000	8,000					
	8,000	8,000					
Funding Total	**25,000**	**25,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1200 Alder Rec Ctr - 275 Alder St	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B0903 <Generated>	

Town of Orangeville

Capital Projects

Project B0903.1200 RP - Exterior Painting of the exterior steel structures
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	B0903.1200 RP - Exterior Painting of the exterior steel structures
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B0903.1200 RP - Exterior Painting of the exterior steel structures
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project B1342.1200 RP - Patio Furniture Alder
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

for the new concrete area outside of the Alder Street Pool

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**30,000**	**30,000**					
Funding							
Tax Levy							
Trf from Levy	30,000	30,000					
	30,000	30,000					
Funding Total	**30,000**	**30,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1200 Alder Rec Ctr - 275 Alder St	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 Years	
Approval Status	Approved	
Project Reference		
Activity	B1342 <Generated>	
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1342.1200 RP - Patio Furniture Alder
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1,Q2
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1352.0000 Floor Scrubber
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Old scrubber has come to end of life. Repair costs are increasing and therefore, it is more beneficial to replace the current equipment.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**32,000**	**15,000**					**17,000**
Funding							
Tax Levy							
Trf from Levy	32,000	15,000					17,000
	32,000	15,000					17,000
Funding Total	**32,000**	**15,000**					**17,000**

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	B1352 <Generated>	
Strategic Plan	Corporate Capacity	Innovation - Promote Service Delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1352.0000 Floor Scrubber
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project	B1355.1000 RP - Workforce Accomodation Plan
Department	Facilities
Version	3 Management Review 1
Year	2024

Description

Project Details

Town facilities have limited space to properly accommodate employees and their work space. Staff recommend implementing a short- and long-term plans to address current and future spatial needs.

Short-Term Plan – Address Town Hall Needs

There are currently 69 staff that work out of Town Hall through a hybrid model. Over a two-week period, 50% of an employee's time is spent in the office and 50% is spent, working from home.

Based on the current floor plan, there are no available workstations to accommodate new staff. If new full-time, part-time or student employees are on-boarded in 2024, there is nowhere to place them.

Facility Staff will enlist the help of Enviro-Designs, the same vendor who designed the office renovation back in 2019 to reconfigure the main and upper floors to accommodate future growth in the workforce. Facility Staff will also work with I.T. Staff to ensure the new workstations are fully equipped to support technological needs. The estimated cost to add various sized and configured workstations on all three floors of Town Hall is $50,000. This will meet the immediate needs that may arise if new headcount is approved through the 2024 and 2025 budgets.

Long-Term Plan - Accommodate a Growing and Modern Workforce

Supporting a modern workforce is more than ergonomic furniture. The long-term workforce accommodation plan will consider location of offices, types of working styles and policies that impact the employee's productivity.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**85,000**	**10,000**	**75,000**				
Funding							
Tax Levy							
Trf from Levy	85,000	10,000	75,000				
	85,000	10,000	75,000				
Funding Total	**85,000**	**10,000**	**75,000**				

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1000 Town Hall - 87 Broadway	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Expansion	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B1355 <Generated>	
Strategic Plan	Corporate Capacity	
Other plans and studies	2022 Employee Engagement Survey	
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1355.1000 RP - Workforce Accomodation Plan
Department	Facilities
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Phase 1 - 2024 Q2, Phase 2 - 2025 Q2
Communications	No	
Information Technology	Yes	Phase 1 - 2024 Q2, Phase 2 - 2025 Q3

Town of Orangeville

Capital Projects

Project B1358.1111 Project Manager - Facilities
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Staff propose to retain a Project Management Professional (PMP), to oversee over thirty capital projects a year, particularly the construction of the new Fire Station to be located at the corner of Centennial and Commerce Roads. **Park and Facility Capital Project Support** Similar resources exist within the Infrastructure Services Department which has proven to deliver quality projects on time, and on budget. The PMP would be responsible for projects such as Rebecca Hills Park, building out the trail network, installation of HVAC units at various buildings and overseeing the structural assessments at Alder and Tony Rose Community Centres. A PMP would deliver on the following: - Manage contractor and consultant contracts to ensure compliance to relevant tender documents. - Ensures required regulatory approvals are obtained for projects. - Review and approve final designs and contract specifications from a technical and administrative perspective to ensure that they meet industry and corporate standards and the terms of reference. - Determines if project change orders should be approved. - Represent the Town at project meetings, acts as a liaison with the public, and co-ordinates public consultations. - Prepare cost estimates prior to starting each phase of the project to be included in the annual department budget request. - Ensures project costs during both the design and construction phases remain within approved budgets. - Responsible for reviewing invoices and Progress Payment Certificates and recommending that senior management approve payments. - Ensure that project schedules and scope are maintained. - Ensures that detailed records of projects are maintained such that all work carried out is tracked and recorded. **Fire Station Construction Support** This 29,000 square foot, one and half story building includes three types of amenities housed in one facility: fire operations, administration and training. There are multiple unique features including a decontamination bay, emergency operations centre and advanced energy efficient features. The new Fire Station is considered one of the Town's largest construction projects and requires the assistance of a PMP to oversee the process.The Project Management Professional would oversee the remainder of the construction project which is estimated to take up to three years to complete. In addition to the roles mentioned above, the PMP would mitigate risks, dispute claims and provide solutions. This type of resource is crucial to ensuring projects are completed to specification, within an established time frame and budget. Stakeholder consultations and the preliminary design work for the new Fire Station are complete. The PMP would lead the remaining stages of the project while working with Alaimo Architects and Town Staff. On average project management fees are estimated at 1.5% of the total cost of the project. Staff estimate a third-party PMP to cost approximately $150,000 per year over a three-year period.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**450,000**	**150,000**	**150,000**	**150,000**			
Funding							
Tax Levy							
Trf from Levy	450,000	150,000	150,000	150,000			
	450,000	150,000	150,000	150,000			
Funding Total	**450,000**	**150,000**	**150,000**	**150,000**			

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1111 Fire Dept - New address	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Construction	
Service Life	30 years	
Approval Status	Approved	
Project Reference		
Activity	B1358 <Generated>	
Strategic Plan	Corporate Capacity	
Other plans and studies	2015 Fire Master Plan	
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1358.1111 Project Manager - Facilities
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	2024 - Q1
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1367.1420 Train Station Tables and Chairs
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To purchase tables and chairs for the Train Station. This space will be utilized as rental space and currently their are no tables and chairs to hold events or rentals at this facility. We are looking at purchasing 15 tables, 50 stackable chairs and the necessary carts to transport and store the tables and chairs

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**10,000**	**10,000**					
Funding							
Tax Levy							
Trf from Levy	10,000	10,000					
	10,000	10,000					
Funding Total	**10,000**	**10,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1420 Train Station Bldg - 49 Townli	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1367 <Generated>	
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1367.1420 Train Station Tables and Chairs
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1382.1100 OPP Roof Rehabilitation
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Garland Canada Inc. was obtained to carry out a roof assessment of the OPP police Station. They have completed their assessment and noted that section three of the roof will require a full rehabilitation in the year 2026 and section 4 of the roof will require a full rehabilitation in the year 2027. In order to get to these identified years we have asked for a one time fund to carry out repairs. This is noted in the Operating budget for 2024.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**227,000**			**115,000**	**112,000**		
Funding							
Tax Levy							
Trf from Levy	227,000			115,000	112,000		
	227,000			115,000	112,000		
Funding Total	**227,000**			**115,000**	**112,000**		

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1100 Police Dept - 390 C Line	
Budget Year	2034	
Priority	Very High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	15 years	
Approval Status	Approved	
Project Reference		
Activity	B1382 <Generated>	
Strategic Plan	Corporate Capacity	
Other plans and studies	Garland Canada Inc. Roof Assessment	
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1382.1100 OPP Roof Rehabilitation
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	It would be completed in Q! of 2026 and Q1 of 2027.
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	B1382.1100 OPP Roof Rehabilitation
Department	Facilities
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1404.1200 Alder Pool Excess Soils Removal
Department	Facilities
Version	3 Management Review 1
Year	2024

Description

Project Details

During the Alder Street Recreation Centre pool renovation, the soil under the pool shells required removing and stock piling at an off-site location. The site that this was stock piled on is located on Lackey Drive in Orangeville. The soil that was removed was not able to be re-used and will require trucking off the current site as it is excess soil.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**50,000**	**50,000**					
Funding							
Tax Levy							
Trf from Levy	50,000	50,000					
	50,000	50,000					
Funding Total	**50,000**	**50,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1200 Alder Rec Ctr - 275 Alder St	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	N/A	
Approval Status	Approved	
Project Reference		
Activity	B1404 <Generated>	
Strategic Plan	Future-Readiness	DUE DILIGENCE – Confirm applicable governance and policy regimes
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1404.1200 Alder Pool Excess Soils Removal

Department Facilities

Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	



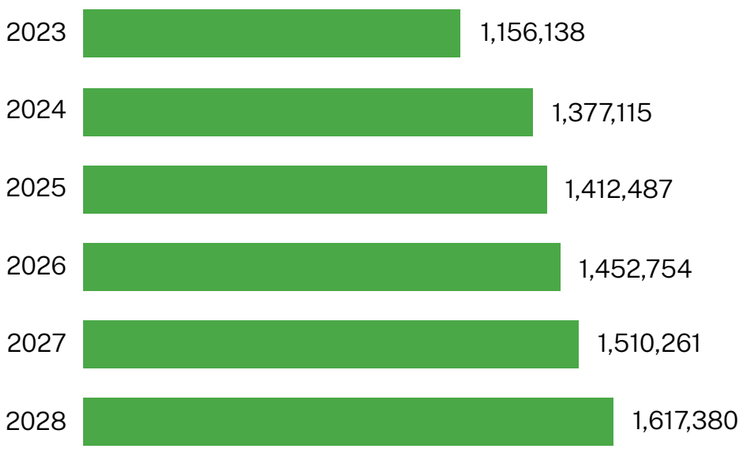
Parks 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Parks									
User Fees	(79,980)	(74,921)	(75,631)	(710)	0.9%	(77,011)	(78,162)	(79,321)	(80,506)
Grants	(10,404)								
Other Revenues	(5,544)								
Sub-total Revenues:	**(95,928)**	**(74,921)**	**(75,631)**	**(710)**	**0.9%**	**(77,011)**	**(78,162)**	**(79,321)**	**(80,506)**
Compensation	902,201	1,010,983	987,028	(23,955)	(2.4%)	1,013,987	1,041,724	1,070,338	1,099,786
Grants		15,000	15,000			15,000	15,000	15,000	15,000
Insurance	15,564	17,432	16,410	(1,022)	(5.9%)	18,052	19,857	21,842	24,026
Professional Development and Assoc. Fees	1,221	5,200	5,300	100	1.9%	5,400	5,503	5,608	5,715
Office and Administration	4,014	3,550	3,600	50	1.4%	3,650	3,700	3,751	3,803
Licences and Support	4,348	3,560	3,603	43	1.2%	3,676	3,750	3,824	3,898
Service and Lease Agreements	19,018	29,050	29,162	112	0.4%	29,717	30,283	45,883	108,119
Safety Equipment and Clothing	7,567	9,800	11,980	2,180	22.2%	10,124	10,256	10,389	10,524
Utilities	29,300	34,056	35,435	1,379	4.0%	35,968	36,939	37,960	39,037
Fuel	42,774	37,658	44,926	7,268	19.3%	49,418	54,360	59,796	65,776
Materials and Supplies	8,315	12,150	13,850	1,700	14.0%	13,850	14,127	14,409	14,697
Maintenance and Repairs	200,501	235,157	261,752	26,595	11.3%	265,856	270,517	275,782	282,405
Outside Services	9,209	24,600	24,700	100	0.4%	24,800	24,900	25,000	25,100
Inter-Departmental Re-Allocations	(210,800)	(207,137)		207,137	(100.0%)				
Sub-total Expenses:	**1,033,232**	**1,231,059**	**1,452,746**	**221,687**	**18.0%**	**1,489,498**	**1,530,916**	**1,589,582**	**1,697,886**
Total Parks Levy Impact	**937,304**	**1,156,138**	**1,377,115**	**220,977**	**19.1%**	**1,412,487**	**1,452,754**	**1,510,261**	**1,617,380**

Parks 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Parks Levy Impact	**937,304**	**1,156,138**	**1,377,115**	**220,977**	**19.1%**	**1,412,487**	**1,452,754**	**1,510,261**	**1,617,380**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	220,977	35,372	40,267	57,507	107,119
Reallocations					
GM & EA Compensation	(50,246)				
Inflationary Impact					
Salaries & Benefits	26,291	26,959	27,737	28,614	29,448
Previously Endorsed					
Vehicle leasing costs - Enterprise				15,530	63,360
Service Level Impact					
Playground Equipment Maintenance	10,000				
Interdepartmental Costs	207,137				

Individual Drivers not exceeding $10,000 have been excluded

Parks 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **340 Parks**										
11786.0000 CF - Trail Development Plan	1,372,840		110,000	115,000	80,000	430,000			250,000	
21000.4010 Parks 16 Foot Lawnmower - 5910										213,000
21000.4011 Vehicles -- Parks Tractor - 5460	60,000							65,000		
21000.4015 Vehicles -- Parks 1-17 1 ton Truck	159,000							173,000		
21000.4016 Vehicles -- Parks Kubota Tractor - 6060							60,000			
21000.4018 Vehicles -- Parks Wide Area Mower			68,000							
21000.4020 Vehicles -- Parks Ride on Mower						60,000				
21000.4026 Vehicles -- Parks PT7					29,000					
21000.4027 Vehicles -- Parks Utility Vehicle						65,000				
21000.4030 Vehicles -- Parks Tilt Load Trailer				16,000						
21000.4033 Vehicles -- Parks Tractor 2020							65,000			
21000.4036 Vehicles -- Parks Landscape Trailer									8,000	
21003.4035 Vehicles -- Zero Turn Mower									40,000	
21004.4021 Parks Skid Steer										130,000
21006.4039 Ball Diamond Groomer -- Ball Diamond Groomer								15,000		
21136.0000 Top Dresser									35,000	
24036.2045 CF - Bravery Park -- Bravery Park	10,564									
24046.2520 CF - Consulting & Redesign of -- Rebecca Hills Park	355,404									
24049.2020 CF - Alexandra Park Developmen -- Alexandra Park	10,000									
24053.2560 CF - Play Structure Replace Rotary Park	75,000									
24060.2560 CF - Rotary Park Redevelopment	1,000,000									
24064.0000 CF - Dog Park	50,000									
25210.0000 CF - Park Fencing	8,600				12,000					
B0005.0000 Expansion to Parks Operation Facility			280,000							
B0585.4019 Front mount Mower		40,000							55,000	
B0587.2560 Rotary Park Sports Field Lighting					600,000					
B1026.4023 Parks Truck # 4							70,000			
B1034.2290 Play Structure Replacement - Lion's Park	100,000									

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1035.2280 Play Structure Replacement - Kin Family Park		100,000								
B1036.2460 Play Structure Replacement - PH 9/10 Park			100,000							
B1037.2520 Play Structure Replacement - Rebecca Hills				110,000						
B1114.0000 Murray's Mountain/PEPS Field Conversion Plan			100,000							
B1201.2560 Rotary Park Pavillion Enclosure			50,000							
B1211.0000 Playground Replacement							60,000			
B1356.0000 RP - BMX Park Consultant	30,000									
B1357.2130 RP - Shade Shelters	70,000									
B1368.0000 Overseeder	27,000									
B1369.0000 Flat Deck Roll Off	28,000									
B1370.2560 Rotary Park Washroom Upgrades	30,000									
B1388.2560 RP - Rotary Park Tennis Court Rehabilitation	125,000									
B1406.1445 Jean Hamlin Parking Lot	100,000									
Total Investment in Capital	**3,611,408**	**140,000**	**708,000**	**241,000**	**721,000**	**555,000**	**255,000**	**253,000**	**388,000**	**343,000**
Less: Funding Sources										
Reserves/ Reserve Funds	2,281,408	65,000	206,000	66,500	197,400	125,000	207,000	155,940	98,500	
Financing	1,000,000									
Total Other Funding Sources	**3,281,408**	**65,000**	**206,000**	**66,500**	**197,400**	**125,000**	**207,000**	**155,940**	**98,500**	
Total Parks Levy Impact	**330,000**	**75,000**	**502,000**	**174,500**	**523,600**	**430,000**	**48,000**	**97,060**	**289,500**	**343,000**

Town of Orangeville

Capital Projects

Project 21000.4011 Vehicles -- Parks Tractor - 5460
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This tractor currently is used year round. In the spring, summer and fall for grooming ball diamonds and in the winter for snow clearing with the snow blower. This piece of equipment is important to the entire overall operation of parks.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**125,000**	**60,000**					**65,000**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Fleet Replaceme	125,000	60,000					65,000
	125,000	60,000					65,000
Funding Total	**125,000**	**60,000**					**65,000**

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	4011 Parks Tractor - 5460	
Budget Year	2018	
Priority	Very High	
Status	Existing Capital Project	
Project Type	Replacement	
Service Life	9 Years	
Approval Status	Approved	
Project Reference		
Activity	21000 Vehicles	
Strategic Plan	Corporate Capacity	INNOVATION – Promote service delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 21000.4011 Vehicles -- Parks Tractor - 5460
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Gallery

C:\Users\ccosgrove\Downloads\parks tractor.jpg



Town of Orangeville

Capital Projects

Project 21000.4015 Vehicles -- Parks 1-17 1 ton Truck
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This vehicle is a 2017 one ton medium duty truck that will have reached useful service life.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**332,000**	**159,000**					**173,000**
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Fleet Replaceme	246,940	159,000					87,940
	246,940	159,000					87,940
Tax Levy							
Trf from Levy	85,060						85,060
	85,060						85,060
Funding Total	**332,000**	**159,000**					**173,000**

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	4015 Parks 1-17 1 ton Truck	
Budget Year	2016	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	7 Years	
Approval Status	Approved	
Project Reference	Dump Truck Replacement (PT-1 - 1 ton truck)	
Activity	21000 Vehicles	

Town of Orangeville

Capital Projects

Project 21000.4015 Vehicles -- Parks 1-17 1 ton Truck
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION – Promote service delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 24064.0000 CF - Dog Park
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

In June 2023, Staff reported to council recommending the dog park, located in the Highlands Development, West of the Orangeville Mall, move to a temporary location until a permanent location can be determined. The train station was approved, but since then then, Staff determined the property would require significant funding to remediate due to contamination from the railway. Staff are revisiting options to locate the dog park. At this time, an additional $25K for fencing and waster receptacles is required to properly outfit a reasonable sized off-leash area. If approved, the total budget would be $50K.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**25,000**	**25,000**					
Funding							
Tax Levy							
Trf from Levy	25,000	25,000					
	25,000	25,000					
Funding Total	**25,000**	**25,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Endorsed	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	20	
Approval Status	Approved	
Project Reference		
Activity	B1342 <Generated>	
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 24064.0000 CF - Dog Park
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q3, Q4
Communications	Yes	Q3, Q4
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1034.2290 Play Structure Replacement - Lion's Park
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Play Structure in Lion's park is in need of replacement to bring it up to the current CSA standard, and introduced new play features for the residents. with an accessible walkway to provide improved access to the new structure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**100,000**	**100,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Parks & Rec	25,000	25,000					
Trf from RF - General Capital	75,000	75,000					
	100,000	100,000					
Funding Total	**100,000**	**100,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	2290 Lions Park	
Budget Year		
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	115 Years	
Approval Status	Approved	
Project Reference		
Activity	B1034 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1034.2290 Play Structure Replacement - Lion's Park
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	Yes	Q3, Q4
Communications	Yes	Q3, Q4
Information Technology	No	

Gallery

C:\Users\ccosgrove\OneDrive - Town of Orangeville\2024 budget\Lions Sports park playstructure 1.jpg



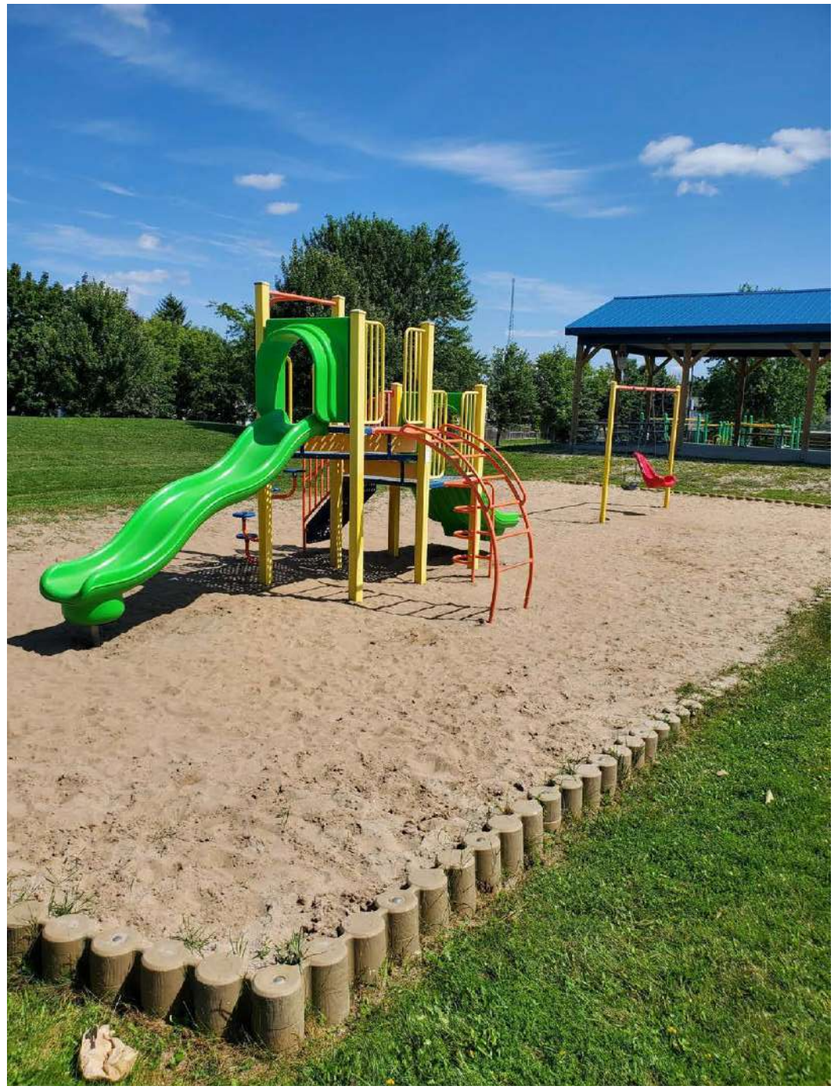
Town of Orangeville

Capital Projects

Project	B1034.2290 Play Structure Replacement - Lion's Park
Department	Parks
Version	3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1356.0000 RP - BMX Park Consultant
Department	Parks
Version	3 Management Review 1 **Year** 2024

Description

Project Details

The current BMX track located at the north end of the Alder Street Recreation Centre parking lot is in need of upgrading. Currently the BMX track is hard packed dirt structure. The current design of the structure creates large maintenance issues especially after any kind of rain fall. Town staff have been in communication with Orangeville Lion's Club to convert this from a BMX park to a "pump" course. This would include the proper grading, drainage and asphalt the course to provide a base that is much easier for staff to maintain. We are looking to hire a consultant to design a pump track using as much of the existing layout and to provide a cost estimate for the 2025 budget. This would be a joint venture with the Orangeville Lion's Club and the Town of Orangeville.

Project has been partially funded by reprioritized funding.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**20,000**	**20,000**					
Funding							
Tax Levy							
Trf from Levy	20,000	20,000					
	20,000	20,000					
Funding Total	**20,000**	**20,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	0000	
Budget Year	2030	
Priority	Very High	
Status	New Capital Project	
Project Type	New Construction	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B1356 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies	Parks and Recreation Master Plan 2020	
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1356.0000 RP - BMX Park Consultant
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1,Q2
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1357.2130 RP - Shade Shelters
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

To provide additional shade shelters at the splash pad located at Everykids Park part of the Harvey Curry park. Currently we have one shelter in place the gets heavily used by adding the additional shelters similar to what was installed at Fendley Park.

Project has been partially funded by reprioritized funding.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**40,000**	**40,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Parks & Rec	10,000	10,000					
	10,000	10,000					
Tax Levy							
Trf from Levy	30,000	30,000					
	30,000	30,000					
Funding Total	**40,000**	**40,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	2130 Every Kid's Park	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	15 years	
Approval Status	Approved	
Project Reference		
Activity	B1357 <Generated>	

Town of Orangeville

Capital Projects

Project B1357.2130 RP - Shade Shelters
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q!,Q2
Communications	No	
Information Technology	No	

Gallery

C:\Users\ccosgrove\OneDrive - Town of Orangeville\2024 budget\Fendley Park shade table.jpg



Town of Orangeville

Capital Projects

Project B1368.0000 Overseeder
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The overseeder is used at various times of the year for overseeding sports fields and park land to improve the overall quality of the turf. It is also a valuable tool to build stronger turf from wear and helps to reduce weeds on sports turf which in turn creates a safer playing surface.

The current overseeder that was purchased in approximately 1994 was in for seasonal service in the spring and required some new parts. Due to the age of this equipment parts are no longer being manufactured which now makes this piece of equipment unusable.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**27,000**	**27,000**					
Funding							
Tax Levy							
Trf from Levy	27,000	27,000					
	27,000	27,000					
Funding Total	**27,000**	**27,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	25 years	
Approval Status	Approved	
Project Reference		
Activity	B1368 <Generated>	
Strategic Plan	Corporate Capacity	INNOVATION – Promote service delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1368.0000 Overseeder
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1368.0000 Overseeder
Department Parks
Version 3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project B1369.0000 Flat Deck Roll Off
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This will be used on Public works roll off truck #26 that will allow staff with a D"Z" license to transport heavy equipment such as the park Mini Track Loader to various areas in the town. If the Mini track Loader is transporter on a trailer this requires a A"Z" license holder, which the parks department has one staff with this license, but this person may not be on a shift that requires this equipment moved. This will improve the service level that the parks department can provide by not waiting for one specific staff person to be on shift. This roll off will also allow for transportation of other town equipment such as the arena ice resurfacers for transport to the operations centre for servicing.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**28,000**	**28,000**					
Funding							
Tax Levy							
Trf from Levy	28,000	28,000					
	28,000	28,000					
Funding Total	**28,000**	**28,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	20 years	
Approval Status	Approved	
Project Reference		
Activity	B1369 <Generated>	
Strategic Plan	Corporate Capacity	INNOVATION – Promote service delivery innovation through modern approaches
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

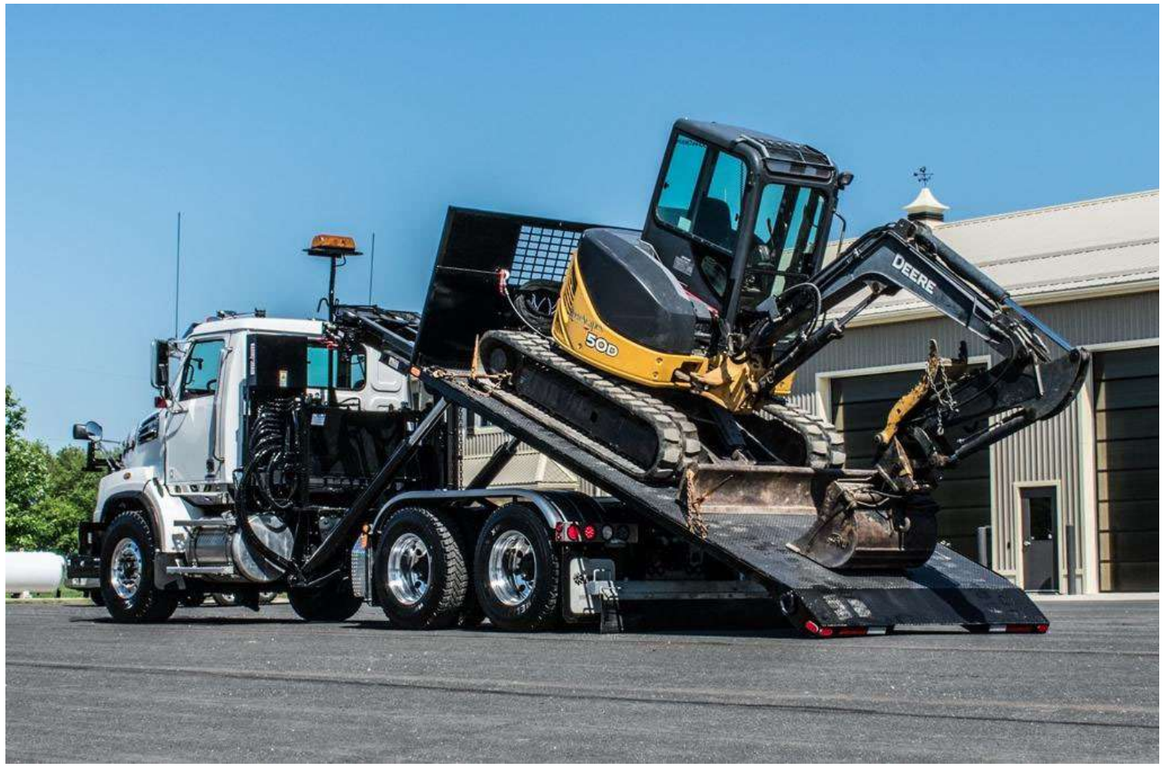
Project B1369.0000 Flat Deck Roll Off
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1,Q2
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1369.0000 Flat Deck Roll Off
Department Parks
Version 3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project B1370.2560 Rotary Park Washroom Upgrades
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Replace current sink setup in both women's and men's washrooms to stainless steel. This will reduce the vandalism damage that has be happening. Vandal proof taps and soap dispensers will also be installed.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**30,000**	**30,000**					
Funding							
Tax Levy							
Trf from Levy	30,000	30,000					
	30,000	30,000					
Funding Total	**30,000**	**30,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	2560 Rotary Park	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1370 <Generated>	
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

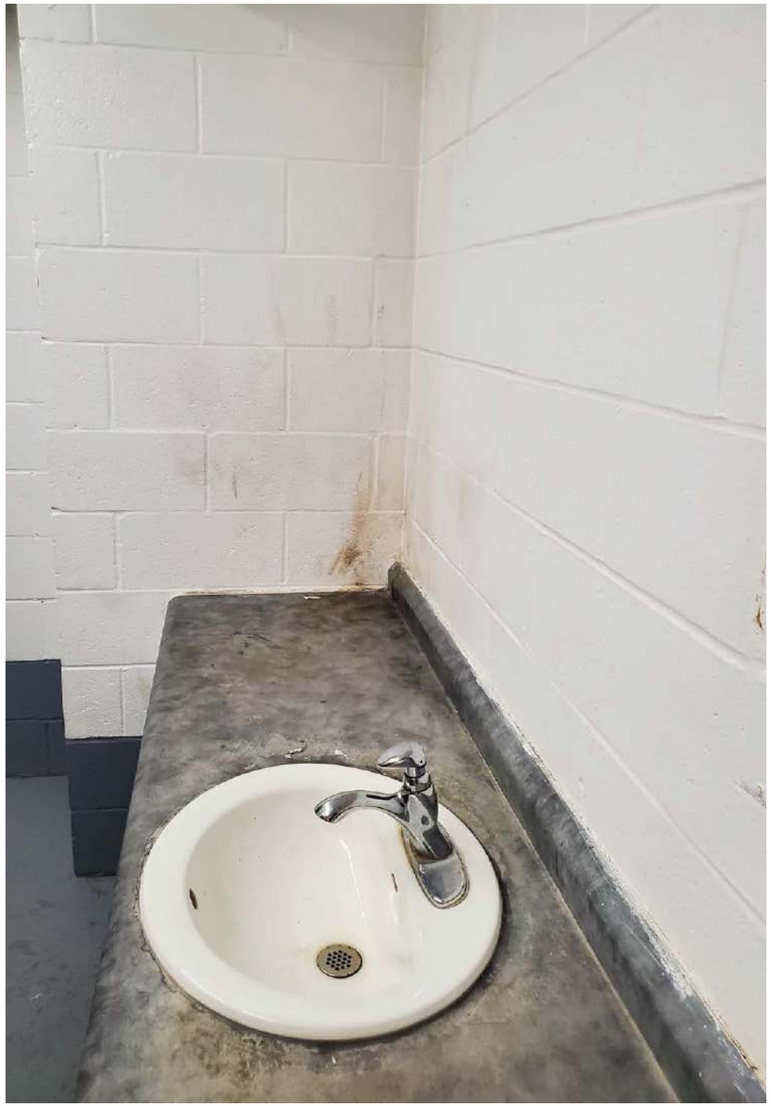
Project B1370.2560 Rotary Park Washroom Upgrades
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1, Q2
Communications	Yes	Q2, Q3
Information Technology	No	

Gallery

C:\Users\ccosgrove\OneDrive - Town of Orangeville\2024 budget\Rotary Ladies washroom.jpg



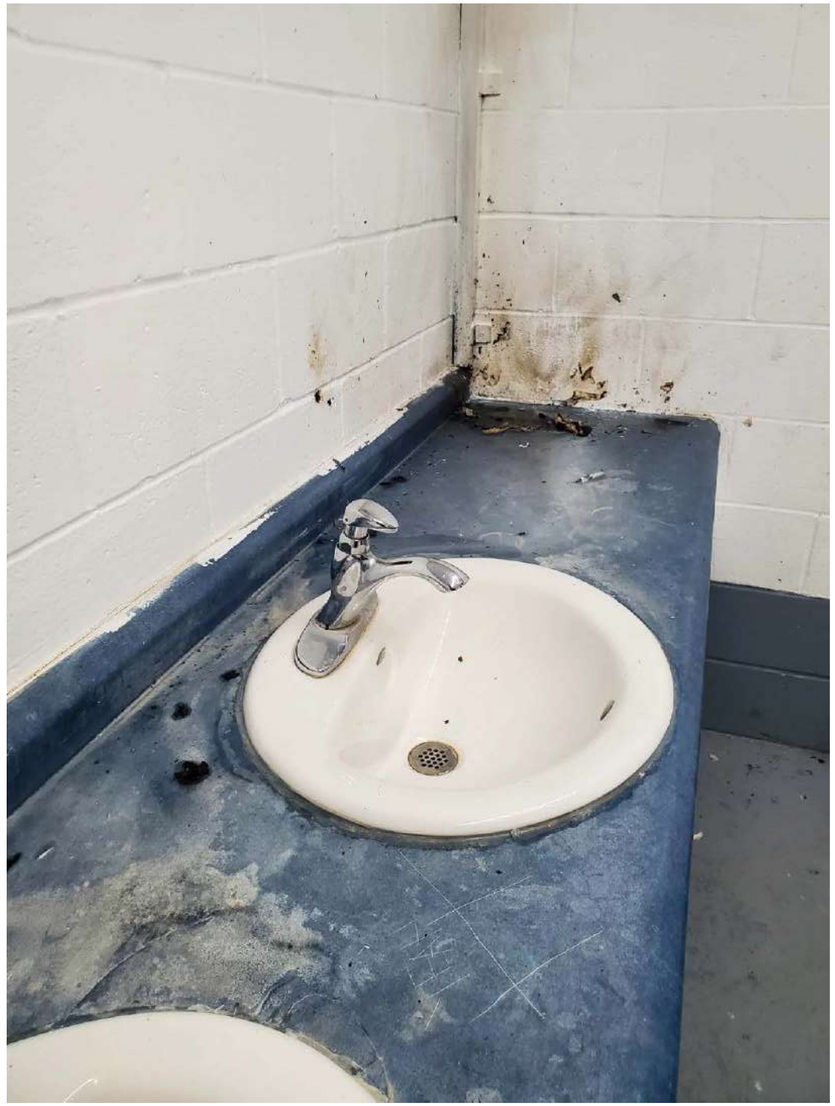
Town of Orangeville

Capital Projects

Project B1370.2560 Rotary Park Washroom Upgrades
Department Parks
Version 3 Management Review 1 **Year** 2024

Gallery

C:\Users\ccosgrove\OneDrive - Town of Orangeville\2024 budget\Rotary park mens washroom.jpg



Town of Orangeville

Capital Projects

Project B1370.2560 Rotary Park Washroom Upgrades
Department Parks
Version 3 Management Review 1 **Year** 2024

Gallery

C:\Users\ccosgrove\OneDrive - Town of Orangeville\2024 budget\Stainless steel sink.jpg



Town of Orangeville

Capital Projects

Project B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department Parks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Orangeville Tennis Club has a long-standing history in the Orangeville community with members who have been part of the club for more than 50 years! Run by a group of community volunteers, they believe in nurturing and promoting the sport of Tennis in the Town of Orangeville with families and youth. With more than 275 active members the Club provides them with a great cost-effective option for general health and fitness, as well as a great opportunity to make new friends and social connections throughout the community. This year, they have 278 members, 190 adults, 8 students and 80 juniors. 170 members are returning and 108 are new to the club. Our members span across all ages ranging from 4 to 85 years old. We are requesting a capital investment to repair our 4 tennis courts which are badly in need of repair.

• Courts 1-3 were last resurfaced in 2015 and unfortunately are now home to more than 200 feet of cracks.
• Court 4 was last repaired in 2010 and does not have any cracks, but is badly breaking apart across the surface with many divots.

Resurfacing a tennis court is generally required every 4-8 years and we have not been repaired in more than 8. The cracks are worsening. The cracks in the courts are not only compromising play, but also posing a huge safety risk to players who can slip on them, lose their balance, or trip. We are asking to approve this repair work now, in advance of the long-term renovation the club would see, through the Rotary Park redevelopment.

Project has been partially funded by reprioritized funding.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**100,000**	**100,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from Res - P&R Projects	30,000	30,000					
	30,000	30,000					
Tax Levy							
Trf from Levy	70,000	70,000					
	70,000	70,000					
Funding Total	**100,000**	**100,000**					

Attributes

Attribute	Value	Comment
Department	Parks	
Loc.Fleet.Eqpt	2560 Rotary Park	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	5 years	
Approval Status	Approved	
Project Reference		
Activity	B1388 <Generated>	

Town of Orangeville

Capital Projects

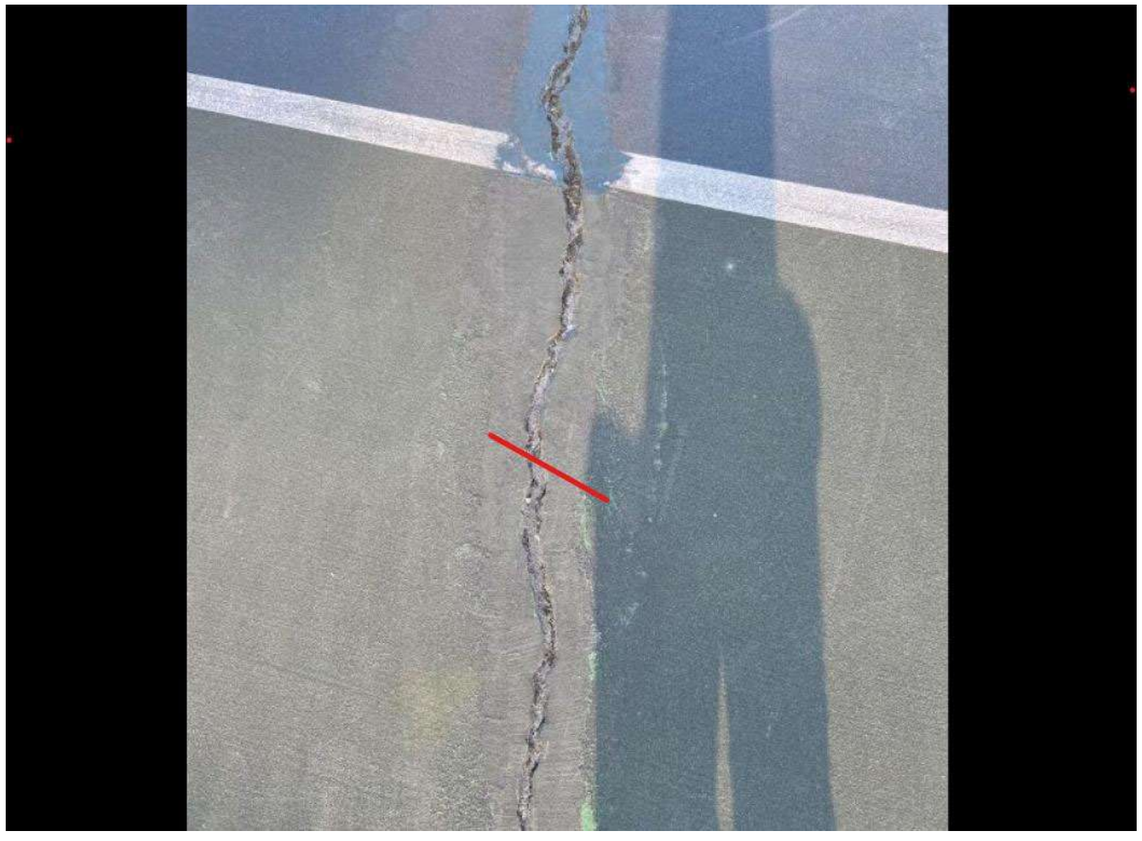
Project B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department Parks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	VIBRANCY – Build a more inclusive community, and ensure citizen involvement
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1
Communications	Yes	Q2
Information Technology	No	

Gallery

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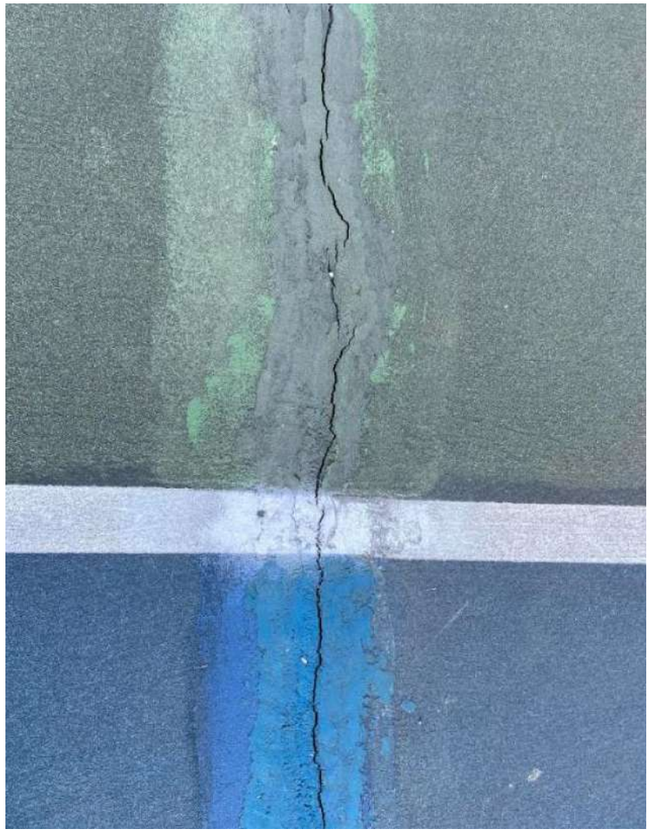
Town of Orangeville

Capital Projects

Project B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department Parks
Version 3 Management Review 1 **Year** 2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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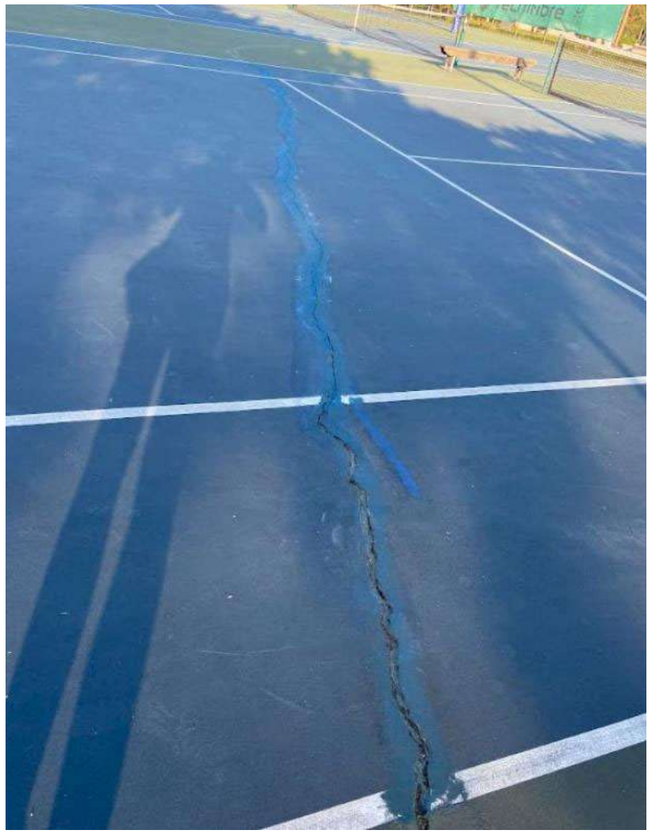
Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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Town of Orangeville

Capital Projects

Project	B1388.2560 RP - Rotary Park Tennis Court Rehabilitation
Department	Parks
Version	3 Management Review 1
Year	2024

Gallery

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Court 4: Divots as shown below are across the entire court. These compromise play. The tennis ball hits them and bounces in the opposite direction. They are also a tripping hazard.



Town of Orangeville

Capital Projects

Project B1406.1445 Jean Hamlin Parking Lot
Department Facilities
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The tenants at the Jean Hamlin Building are experiencing major issues with the parking lot. During heavy rainfall and the run off due to excessive snowfalls the water pools around the Storm water sewer causing a "mini lake", making it unsafe, especially during the winter months. There is concern for the safety of both the staff and families having to carry their children into the centre. To fix the parking lot, the project is estimated to cost $100K. This includes asphalt curbing, catch basin repair. There is potential opportunity for cost sharing with the YMCA.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**100,000**	**100,000**					
Funding							
Tax Levy							
Trf from Levy	100,000	100,000					
	100,000	100,000					
Funding Total	**100,000**	**100,000**					

Attributes

Attribute	Value	Comment
Department	Facilities	
Loc.Fleet.Eqpt	1445 Daycare - 65 McCarthy St	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	20 Years	
Approval Status	Approved	
Project Reference		
Activity	B1406 <Generated>	
Strategic Plan	Community Vitality	WELL-BEING – Support citizen and staff health, security, and wellbeing
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1406.1445 Jean Hamlin Parking Lot
Department Facilities
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q2
Communications	No	
Information Technology	No	

Recreation & Events

SHARON DOHERTY, RECREATION & EVENTS MANAGER



It has been an exciting year in Recreation & Events.

A healthy, active community is our focus. Aquatics, health & lifestyle programs, camps, recreational drop-in programs, community events as well as indoor and outdoor facility permits are the core service delivery areas of the Recreation and Events division.

The second year of the Neighbourhood Block Box, a traveling community program trailer, proved to be even more successful than the inaugural summer. With close to 3,500 individual visits to the Block Box, an increase of 65% over last year, participants were engaged in free programming including yoga and Zumba, arts & crafts, sports, family games and story time with the Orangeville Public Library. Even some of our Orangeville Firefighters visited and took part in a yoga session. Programming was expanded to include Saturdays and was well received at 6 parks throughout town including Every Kids Park, Rebecca Hills, Kin Family Park, Parkinson Park, Mother Theresa, and PH 9/10 (next to Island Lake PS). Watch for more great programming next summer.

Events were in full swing this year with Family Day and Canada Day festivities both held at Alder Recreation Centre. Visitors enjoyed free public skating on Family Day and on Canada Day a wide range of great free activities including the Super Dogs show, inflatable zone, climbing wall, face painting and Fireworks over Island Lake. The Recreation & Events team also provided event management support to community events including the Santa Claus Parade, Christmas in the Park, the Blues & Jazz Festival and the Rotary RibFest.

Camp Aliquam Summer Camps were once again immensely popular with over 1,200 individual registrations over the course of 9 weeks of camp. Campers enjoyed a variety of camps including the ever-popular Cooking Camp, Bikes & Trails, and Bugs, Slugs & Goo just to name a few. In addition to a great camp staff team, 24 volunteers delivered over 2,400 volunteer hours. What a wonderful way to gain experience and earn community volunteer hours.

New recreation programs included Friday night roller skating at Alder Recreation Centre, outdoor Pickleball clinics at Lions Sports Park and increased opportunities for court rentals for both basketball and Pickleball resulting on over 900 hours of sport court reservations.

Summer is a fun time to get outdoors and take in a movie in the park. This year, four movie nights were offered and once again B-Social Enterprise provided the snack bar services, with popcorn available of course. Over 700 movie goers attended the free movie nights.

Drop-in activities including shinny, public skating, public swimming, and recreational sports are always popular. Drop-in fitness with a variety of classes and pass options, continue to be a popular choice for many older adults.

Tony Rose pool continued to be a remarkably busy place in 2023 with over 3,700 registrations for swimming lessons, plus aquatic leadership courses, aquafit, lane and public swims. In 2023, free aquatic leadership courses were offered to provide opportunities for more participation and the goal of increasing hiring opportunities. 103 individuals participated in the courses resulting in 16 new hires. These new hires will be a fantastic addition to the aquatics team for the re-opening of the Alder pool. While we are all anxious for Alder pool to re-open, please be assured that lots of information on aquatics programming will be provided. Watch for information on registration closer to the re-opening time.

Both Alder and Tony Rose facilities are busy places with minor hockey programs, skating programs, lacrosse, swim club, private sport user rentals and private party rentals. Thousands of individuals visit the recreation centres weekly to participate. Outdoor community programs including baseball, soccer and lacrosse are also popular sports. With all these activities combined, a total of over 12,000 facility permit hours was scheduled in 2023.

Cannot wait to see what 2024 brings!

By the numbers

Who We Serve

31,000

Residents of Orangeville, plus surrounding Dufferin County Municipalities

Who We Are

FTE Counts: 8

- Manager: 1
- Supervisors: 3
- Programmers (Aquatics): 2
- Programmer (Recreation & Events): 1
- Customer Service Representative: 1

Part-time staff: 89 total

- Customer Service staff: 7
- PT Aquatics staff: 32
- PPT Sr. Instructor/Guards: 2
- Contract Sr. Instructor/Guard: 1
- PT Recreation Program Staff: 15
- Summer Camp Coordinator: 1
- Summer Camp Assistant Coordinators: 3
- Summer Camp Counsellors: 18
- Inclusion Counsellors: 5
- Neighbourhood Program Leaders: 5
- Contract Fitness Instructors: 4

Accomplishments

- 86% of programs registrations completed on-line.
- Second summer of the Community Services Block Box Neighbourhood mobile community programming trailer.
- Launch of free Aquatics Leadership courses in 2023.
- Swim to Survive program implemented for students in grades 3 and 7.
- Celebration of seniors during National Seniors month in June with a Seniors Luncheon.
- Summer Movies in the Park series with community partners B-Social snack bar services.
- Successful summer volunteer program.
- New pickleball clinic series at Lions Sports Park for youth and adults.
- Friday Night Roller Skating program launched.
- Family Day and Canada Day celebrations and events.
- Successful implementation of in-house Inclusion program for summer camp participants.

What We Do

Core Program Areas:

- Aquatics
- Health & Lifestyle Programs
- Summer Camps
- Drop-in and registered recreation programs
- Facility permits and rentals
- Community Group Support
- Town Events
- Community Special Event Support



How We Measure

- **32,000+ clients in registration system, 28% increase over 2022.**
- **94% fill rate for Summer Camps offered over 9 weeks with a total of 1,206 registrations.**
- **3,500 visits to the Block Box; 65% increase from Summer 2022.**
- **29 Summer Camp volunteers with over 2,400 volunteer hours delivered.**
- **3,740 total learn to swim registrations.**
- **Over 900 grade 3 and 7 students participated in the Lifesaving Society Swim to Survive program with the Town receiving an $11,000 grant for this program.**
- **Seven free aquatic leadership courses offered for National Lifeguard and Swim Instructors with a total of 103 participants and 16 new hires as a result.**
- **114 participants in Bronze Star, Med & Cross**
- **620 skating lesson registrations (as of Sept 7).**
- **Facility Usage statistics**
- **Sports fields (included ball diamonds) = 4,942 hours – increase of 15%**
- **Ice = 6,276 hours – increase of 32%**
- **Pool = 1,271 hours – increase of 4%**

Number of Bookings and Contracts for:

- Ice rentals = 238 Contracts; 1,979 Sessions
- Pool rentals = 57 Contracts; 668 Sessions
- Room rentals = 389 Contracts; 1,958 Sessions
- Field rentals = 85 Contracts; 683 Sessions
- Diamond rentals = 109 Contracts; 800 Sessions
- Park/pavilion rentals = 26 Contracts; 81 Sessions
- Floor rentals = 76 Contracts; 518 Sessions
- Application Forms - Number of facility application forms received = 262 received (Feb-Aug)

Drop-in Activity Statistics

- Drop-in Skating and Shinny = 8748 Registrants (as of Aug 31)
- Drop-in fitness = 6467 Registrants (as of Aug 31)
- Drop-in swimming = 17551 Registrants (as of Aug 31)
- Drop-in Sports = 1207 Registrants (as of Aug 31)
- Court rentals = 582 Registrants (as of Aug 31)

Memberships / Passes

- Number of pass sales = 539 (as of Aug 31)
- Canada Day celebrations with 12,000+ in attendance including fireworks over Island Lake.
- Four Movies in the Park offered with attendance of 700 individual movie watchers.
- Over 900 hours of sport court reservations booked in the Saputo Health & Wellness Centre from September 2022-June 2023, exceeding $10,000 in revenue.
- Friday Night Roller Skating nights in Spring with 284 in attendance.
- $12,000 Celebrate Canada grant for Canada Day.



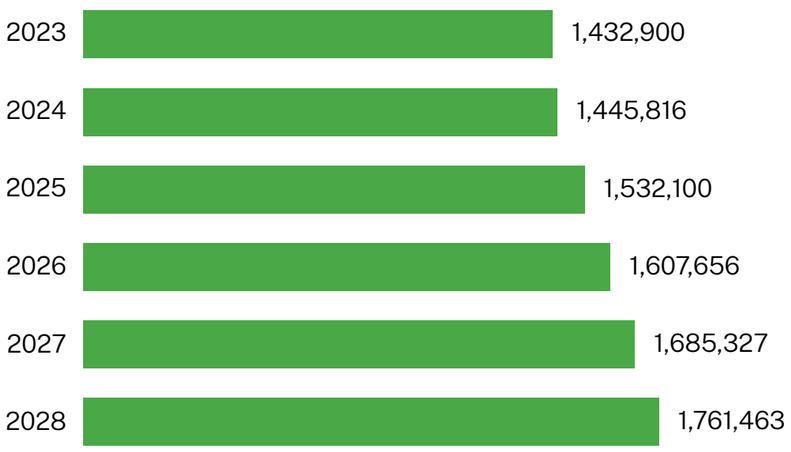
Recreation & Events 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Recreation & Events									
User Fees	(827,857)	(1,332,692)	(1,376,912)	(44,220)	3.3%	(1,383,655)	(1,389,200)	(1,393,200)	(1,393,200)
Grants	(77,436)	(28,200)	(18,000)	10,200	(36.2%)	(18,000)	(18,000)	(18,000)	(18,000)
Other Revenues	(5,766)								
Sub-total Revenues:	**(911,059)**	**(1,360,892)**	**(1,394,912)**	**(34,020)**	**2.5%**	**(1,401,655)**	**(1,407,200)**	**(1,411,200)**	**(1,411,200)**
Compensation	1,608,580	2,394,838	2,355,299	(39,539)	(1.7%)	2,418,841	2,484,345	2,550,877	2,619,547
Insurance	1,289	3,943	2,052	(1,891)	(48.0%)	2,257	2,482	2,731	3,004
Professional Development and Assoc. Fees	10,525	30,850	21,850	(9,000)	(29.2%)	23,950	24,450	24,650	24,650
Office and Administration	27,103	53,895	56,895	3,000	5.6%	59,840	60,295	60,645	60,695
Public Relations, Promotions and Events	52,534	90,450	75,450	(15,000)	(16.6%)	78,900	81,550	83,850	85,850
Licences and Support	19,772	40,225	37,225	(3,000)	(7.5%)	39,225	41,225	44,225	46,225
Service and Lease Agreements	109,912	144,784	154,400	9,616	6.6%	169,400	174,400	179,400	179,400
Programs	25,103	36,350	41,350	5,000	13.8%	41,700	42,300	42,600	43,100
Service Charges	30,968	30,000	32,000	2,000	6.7%	34,000	36,000	38,000	40,000
Safety Equipment and Clothing	9,627	18,100	18,200	100	0.6%	18,500	19,100	19,900	20,400
Fuel		2,000		(2,000)	(100.0%)				
Materials and Supplies	47,290	26,807	43,007	16,200	60.4%	44,142	45,709	46,649	46,792
Maintenance and Repairs		19,910		(19,910)	(100.0%)				
Equipment Purchases	2,468	3,000	3,000			3,000	3,000	3,000	3,000
Outside Services	8,938								
Inter-Departmental Re-Allocations	(18,256)	(15,566)		15,566	(100.0%)				
Sub-total Expenses:	**1,935,853**	**2,879,586**	**2,840,728**	**(38,858)**	**(1.3%)**	**2,933,755**	**3,014,856**	**3,096,527**	**3,172,663**
Transfers to(from) Reserve	(128,868)	(85,794)		85,794	(100.0%)				
Total Transfers	**(128,868)**	**(85,794)**		**85,794**	**(100.0%)**				
Total Recreation & Events Levy Impact	**895,926**	**1,432,900**	**1,445,816**	**12,916**	**0.9%**	**1,532,100**	**1,607,656**	**1,685,327**	**1,761,463**

Recreation & Events 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Recreation & Events Levy Impact	**895,926**	**1,432,900**	**1,445,816**	**12,916**	**0.9%**	**1,532,100**	**1,607,656**	**1,685,327**	**1,761,463**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2023	2024	2025	2026	2027
Net Change Levy Impact	12,916	86,284	75,556	77,671	76,136
Reallocations					
GM & EA Compensation	(100,493)				
GM & EA Operating Expenses	(12,800)				
Recreation Programming - Events	(10,000)				
Santa Claus Parade - Materials & Supplies	10,000				
One Time Reversal					
Pool Maintenance Equipment (2023)	(18,500)				
Inflationary Impact					
Salaries & Benefits	60,954	63,542	65,504	66,532	68,670
Partner Services		15,000			
Program Registration	(23,220)				
Transfer from Reserves	70,000				
Service Level Impact					
Interdepartmental Costs	15,566				
Removal of Fed Student Grants	15,000				
Program Registration	(21,000)				
Partner Services	25,000				
Vehicle Leasing Costs	(15,794)				
Vehicle Leasing Costs - Funding	15,794				

Individual Drivers not exceeding $10,000 have been excluded

Recreation & Events 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **360 Recreation & Events**										
360 Recreation & Events										
B1354.1210 Tony Rose Copier/Printer	10,000									
B1364.2290 Lions Sports Park - Multi-Court Improvements	25,000									
B1391.0000 Block Box Trailer and Vehicle		100,000							115,000	
Total Investment in Capital	**35,000**	**100,000**							**115,000**	
Less: Funding Sources										
Reserves/ Reserve Funds	35,000	70,000							80,000	
Total Other Funding Sources	**35,000**	**70,000**							**80,000**	
Total Recreation and Events Levy Impact		**30,000**							**35,000**	

Town of Orangeville

Capital Projects

Project B1354.1210 Tony Rose Copier/Printer
Department Recreation and Events
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Tony Rose Copier/Printer is on a lease (Alder's old Printer). As per practice, the Town is purchasing new Copiers/Printers rather than leasing.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**10,000**	**10,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	10,000	10,000					
	10,000	10,000					
Funding Total	**10,000**	**10,000**					

Attributes

Attribute	Value	Comment
Department	Recreation and Events	
Loc.Fleet.Eqpt	1210 Tony Rose Mem Ctr - 6 Northmen	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5 years	
Approval Status	Approved	
Project Reference		
Activity	B1354 <Generated>	
Strategic Plan	Corporate Capacity	Empower Town saff to procure and use cost-effective tools, technology, systems, and data.
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1354.1210 Tony Rose Copier/Printer
Department Recreation and Events
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	Purchasing and set up configuration

Gallery

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Town of Orangeville

Capital Projects

Project B1364.2290 Lions Sports Park - Multi-Court Improvements
Department Recreation and Events
Version 3 Management Review 1 **Year** 2024

Description

Project Details

In conjunction with the Orangeville Lions Club, make improvements to the Lions Sports pad that will include:

-Line painting for various sports including basketball 3 on 3 courts, pickleball and ball hockey

-New basketball nets, currently only 2 basketball nets. Add more for future 3 on 3 play and tournaments.

The goal of this project is to provide better equipped outdoor facilities that can accommodate increased usage by youth in particular for increased sport such as basketball. This supports recommendation 35-P12 of the Recreation & Parks Master Plan to provide or expand park amenities as required to support outdoor programming. In addition it supports Objective 8 of the Strategic Plan supporting citizen and staff health, security and well-being providing venues and program for recreation and fitness, including spaces for youth to thrive.

The Lions Club is willing to work with the Town to look at ways to complete this project and potentially contribute funding.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**25,000**	**25,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from Res - P&R Projects	25,000	25,000					
	25,000	25,000					
Funding Total	**25,000**	**25,000**					

Attributes

Attribute	Value	Comment
Department	Recreation and Events	
Loc.Fleet.Eqpt	2290 Lions Park	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Upgrade	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1364 <Generated>	
Strategic Plan	Community Vitality	Objective 8 Well Being - Support Citizen and staff health, secuirty and well-being. Provide venues and programs for recreation and fitness, including spaces for youth to thrive.
Other plans and studies	Recreation & Parks Master Plan	Recommendation 36-P12 improve and/or expand park

Town of Orangeville

Capital Projects

Project B1364.2290 Lions Sports Park - Multi-Court Improvements
Department Recreation and Events
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies	Recreation & Parks Master Plan	amentities required to support outdoor programming.
Other plans and studies		
Procurement	Yes	Q1
Communications	Yes	Q2
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	B1364.2290 Lions Sports Park - Multi-Court Improvements
Department	Recreation and Events
Version	3 Management Review 1
Year	2024

Gallery

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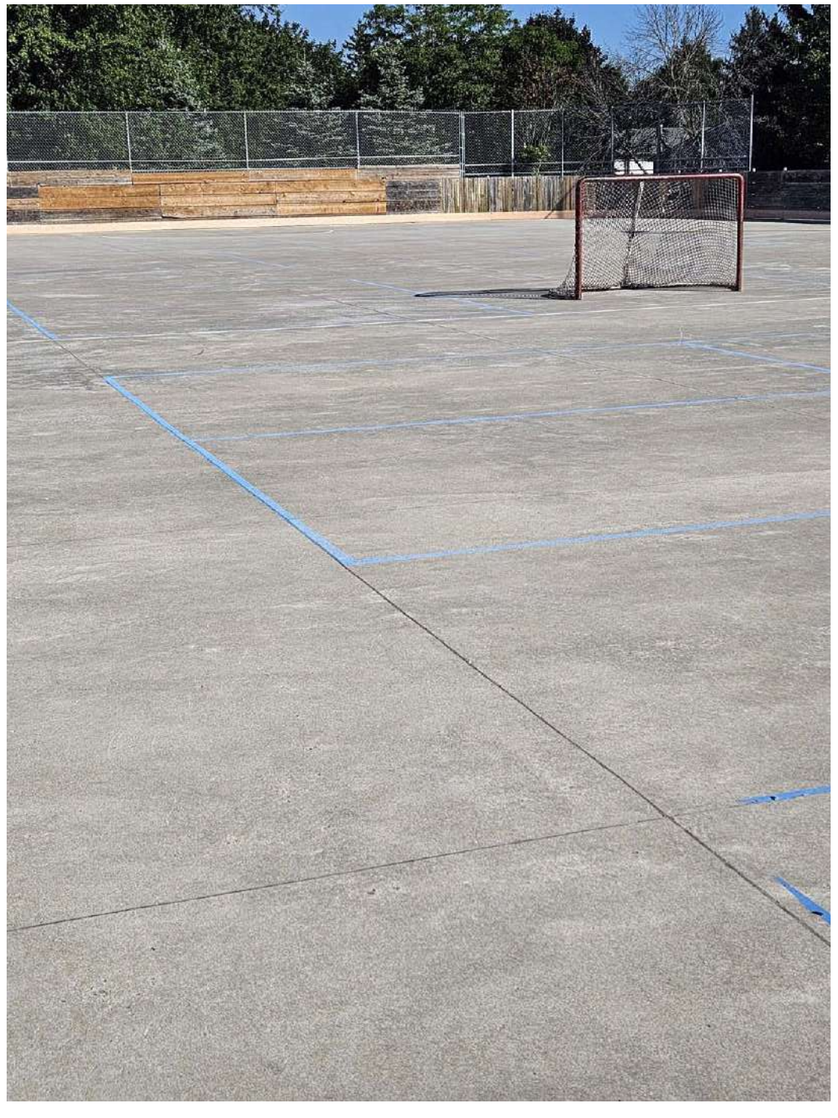
Town of Orangeville

Capital Projects

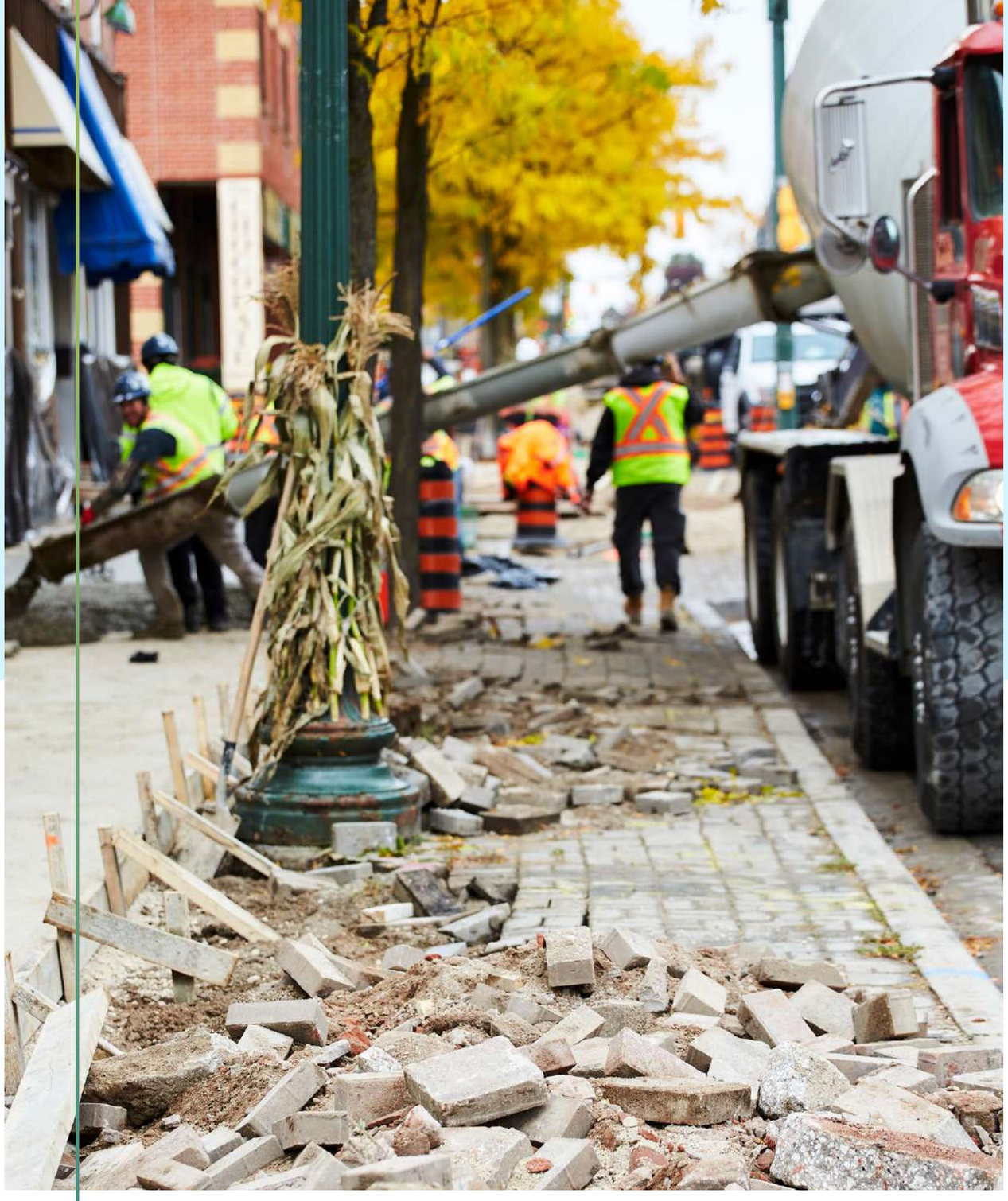
Project	B1364.2290 Lions Sports Park - Multi-Court Improvements
Department	Recreation and Events
Version	3 Management Review 1
Year	2024

Gallery

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09 Infrastructure Services



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Infrastructure Services

TIM KOCIALEK, INFRASTRUCTURE SERVICES GENERAL MANAGER

2023 has been a busy year for the Infrastructure Services Department as we continue to provide essential services to ensure residents are supplied clean drinking water, treated wastewater, and road maintenance.

To ensure our infrastructure is ready to meet the needs of today and the demands for the future, we are evaluating the condition of our infrastructure and developing long term capital plans to undertake improvements to our systems. This includes evaluating options to increase our water supply from our existing municipal wells, while also looking at new water sources to ensure we have sufficient water capacity for the future. We are also planning on constructing a new water storage facility. This will provide additional water storage for the Town which will be available when water demand is high. It will also provide additional capacity which will allow other water storage facilities to be taken out of service for maintenance.

Reducing costs and extending the life of our roads is very important and we are planning on increasing our road resurfacing program; ultimately helping to extend the lifespan of roads and reduce maintenance costs.

Free transit has been implemented and this has been improved with the construction of the new Transit Hub. It is located south of Broadway, beside the Edelbrock Centre, between Center Street and Dawson Road.

This new hub will provide an improved connection point where the busses from different routes will meet to accommodate riders who want to transfer from one to another. In 2024, additional transit improvements are being planned, including a new on demand transit system which will provide service in sections of Town that have limited access to transit.

The Building Division issues building permits for the alteration of existing buildings and the construction of new buildings. The Planning Division implements the Towns planning objectives and administers the Towns Official Plan and Zoning Bylaws. The staff also supply information and help to residents, business owners, developers and provide recommendations to Council on land use, wellhead protection and other planning matters.

The Infrastructure Services Staff are proud of the work that has been done and look forward to delivering more improvements in 2024.





Tim Kocialek
INFRASTRUCTURE SERVICES GENERAL MANAGER



Brandon Ward
PLANNING MANAGER



Derek Currie
CAPITAL WORKS MANAGER



Ryan Ondusko
PUBLIC WORKS MANAGER



Tony Dulisse
TRANSPORTATION & DEVELOPMENT MANAGER



Bruce Ewald
CHIEF BUILDING OFFICIAL

Planning

BRANDON WARD, PLANNING MANAGER



The Planning Division continues to help shape Orangeville's future by providing guidance to stakeholders and decision-makers about managing growth throughout the Town. Our planning framework is governed by broader provincial policy direction set out by the government of Ontario. This is combined with the goals and strategic vision of Council, and the needs and interests of our residents, business owners and visitors alike. Collectively, these are the ingredients for the Town's key planning documents:

The Town's Official Plan and Zoning By-law. These serve as our blueprints to guide us on how we want to grow and function as a community.

Like all municipalities in Ontario, The Town's planning documents and decision-making must follow provincial policy, while upholding our own planning objectives. Our **2024 operating budget** is driven by our legislative obligations to administer a variety of planning application processes, as well as meeting our customer service delivery expectations (i.e., inquiries, departmental assistance and stakeholder support).

Key challenges for 2023 have been responding to legislative changes to the planning rules and processes in Ontario, led by Bill 109, Bill 23 and Bill 97. This has changed the framework for development charges, parkland dedication (or cash in lieu of parkland), permissions for accessory dwelling units and timeframes for decisions on planning applications. With these changes, we have seen a slight decline in new application submission activity in comparison to previous years. While we have progressed with review and approval of many applications underway, the decline in new application activity may be a result of changing economic conditions. Based on feedback from the development community, this industry is also navigating the challenges of our changing economy. This includes rising interest rates, inflationary pressures on construction costs, and a cooling housing market. Going forward, we anticipate more robust application activity in 2024, particularly as new intensification sites proceed to site plan design and draft-approved plans of subdivision move towards final approval.

Looking ahead to our long-term **capital budget plan,** initiatives for the Division include:

- Completing Avenue/Precinct Study for the East and West Broadway corridors. This will be a comprehensive study to determine suitable built-form and streetscape environments in these areas, which will direct future intensification development decision-making.
- Adoption of Official Plan Amendment(s) related to Sourcewater Protection, Accessory Dwelling Units, and Pre-Consultation under the Town's Official Plan Review.
- Continuing with the implementation of the Town's new Community Improvement Plan, with administering the new suite of incentive programs now enabled under this Plan.
- Initiating a comprehensive review of the Town's Zoning By-law in 2025, to implement our updated Official Plan.

By the numbers

Who We Serve

31,000
residents

10,000
property owners

Council

Committees (Heritage Orangeville, Committee of Adjustment)

Consultants / Contractors

Developers, business owners

Who We Are

Manager, Planning: 1

Senior Planner: 1

Development & Community Improvement Planner: 1

Planning Technician: 1

Sourcewater Protection Coordinator: 1

Planning and Building Assistant: 0.5

What We Do

- Apply professional planning principles to advance the Town's objectives within a provincial policy-driven planning system.
- Provide planning information and assistance to residents, business owners, developers, and other stakeholders.
- Provide planning recommendations and advice to Council on land use decisions and planning matters.
- Coordinate the review and processing of planning applications.
- Manage change in the community through heritage preservation and enhancement, urban design and environmental protection.
- Provide planning support to the Committee of Adjustment and Heritage Orangeville.
- Conduct research into a variety of evolving planning issues including changing provincial policy.

Accomplishments

- Site Plan approval for a new 160-bed long-term care facility at 355A Broadway;
- Settlement and approval of a new mixed-use development with approximately 270 apartments, 104 townhomes and 3,000 square-metres of commercial floor space near Hansen Boulevard and Veteran's Way.
- Intensification redevelopment approvals at 330 Blind Line, 200 Elizabeth Street and 41 William Street.
- Community Improvement Plan implementation

How We Measure

Active applications approved or under review in 2023:

- 3 plans of subdivision
- 6 Official Plan amendments
- 3 Zoning By-law amendments
- 11 Site Plan applications
- 3 Condominium application
- 9 Minor variance applications
- 7 land severance applications

A total of 800 residential units are in an active application process, with further planning approvals pending. 118 units are approved/commenced construction and 657 units are draft-approved.



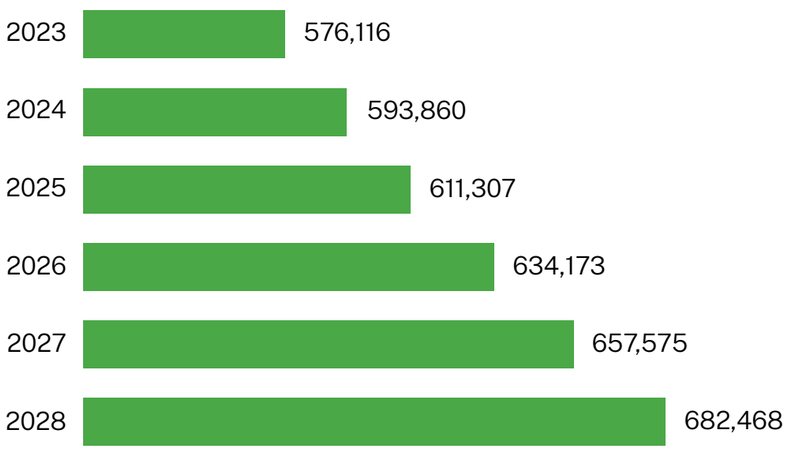
Planning 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Planning									
User Fees	(129)	(300)	(300)			(300)	(300)	(300)	(300)
Licences and Permits	(186,306)	(144,500)	(95,000)	49,500	(34.3%)	(105,000)	(115,000)	(125,000)	(135,000)
Sub-total Revenues:	**(208,825)**	**(144,800)**	**(95,300)**	**49,500**	**(34.2%)**	**(105,300)**	**(115,300)**	**(125,300)**	**(135,300)**
Compensation	435,032	588,140	592,130	3,990	0.7%	608,867	626,113	643,895	662,218
Facade Improvement Grant		30,000		(30,000)	(100.0%)				
Professional Development and Assoc. Fees	3,981	6,300	6,600	300	4.8%	6,900	7,200	7,500	7,800
Office and Administration	3,444	15,090	6,730	(8,360)	(55.4%)	6,940	7,060	7,180	8,350
Public Relations, Promotions and Events	98	200	1,500	1,300	650.0%	1,600	1,700	1,800	1,900
Equipment Purchases			1,200	1,200	#DIV/0!	1,300	1,400	1,500	1,500
Professional Fees	24,423	9,000	51,000	42,000	466.7%	51,000	56,000	61,000	66,000
Inter-Departmental Re-Allocations	1,671	2,186		(2,186)	(100.0%)				
Sub-total Expenses:	**468,649**	**650,916**	**659,160**	**8,244**	**1.3%**	**676,607**	**699,473**	**722,875**	**747,768**
Transfers to(from) Reserve		70,000	30,000	(40,000)	(57.1%)	40,000	50,000	60,000	70,000
Total Transfers		**70,000**	**30,000**	**(40,000)**	**(57.1%)**	**40,000**	**50,000**	**60,000**	**70,000**
Total Planning Levy Impact	**259,824**	**576,116**	**593,860**	**17,744**	**3.1%**	**611,307**	**634,173**	**657,575**	**682,468**

Planning 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Planning Levy Impact	**259,824**	**576,116**	**593,860**	**17,744**	**3.1%**	**611,307**	**634,173**	**657,575**	**682,468**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	17,744	17,447	22,866	23,402	24,893
Reallocation					
GM & EA Compensation Reallocation	(11,593)				
Inflationary Impact					
Trf to Reserve-Community Improvement	(40,000)	10,000	10,000	10,000	10,000
Planning Application Fees	50,000	(10,000)	(10,000)	(10,000)	(10,000)
Service Level Impact					
Salaries and Benefits	15,583	16,737	17,246	17,782	18,323
Consultant Support	27,000				
Legal Fees-Planning Appeals	15,000				
Removal of IT related costs	(10,000)				

Individual Drivers not exceeding $10,000 have been excluded

Planning 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **300 Planning**										
11700.0000 CF - Official Plan Review --	180,003				185,000					
11815.0000 CF - East and West Broadway Precinct Planning Study	150,000									
B1150.0000 Zoning By-Law Review		75,000				90,000				
Total Investment in Capital	**330,003**	**75,000**			**185,000**	**90,000**				
Less: Funding Sources										
Development Charges		25,965								
Reserves/ Reserve Funds	330,003	11,540				12,600				
Total Other Funding Sources	**330,003**	**37,505**				**12,600**				
Total Planning Levy Impact		**37,495**			**185,000**	**77,400**				

Town of Orangeville

Capital Projects

Project 11700.0000 CF - Official Plan Review --
Department Planning
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Section 26 (1) of the Planning Act requires all municipalities to update their Official Plans every five years to ensure that they continue to align with Provincial plans and policy, and to reflect evolving local planning interests.

The County of Dufferin has been undertaking a review of its Official Plan (called a "Municipal Comprehensive Review", or "MCR") to conform with the updated 2019 Growth Plan and 2020 Provincial Policy Statement (PPS), particularly for growth management and allocation. A Lands Needs Assessment (LNA) was just completed as part of this exercise, which provides growth allocation and policy targets for municipalities including Orangeville. A final County Official Plan amendment is expected to be approved in Q1-Q2 2023. The Town will need to implement this updated growth direction through an update of our Official Plan. This requires a consultant to complete a growth management review to update our OP to provide a strategic policy approach to direct how and where this growth should occur within the Town (consistent with the County OP direction). If this initiative is not funded, the Town's OP not conform with the County OP and the updated Provincial Growth Plan.

This initiative was approved in principle during past years Budget deliberations. Staff issued an RFP for this exercise early 2022, but limited submissions were received due to market workload pressures. Staff will re-issue an RFP for this work pending approval of this item. An original cost of $115,400 was estimated based on the 2019 DC Background Study (page 5-19). An additional request of $34,600 is proposed to reflect current dollar values, bringing to the total estimated cost to $150,000.

The County MCR findings demonstrate additional land needs for Orangeville in the long-term. As the Town's OP review concludes, an additional 2024 request of $30,000 intends to cover a follow-up assessment to examine strategic direction for future settlement expansion options.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**215,000**	**30,000**				**185,000**	
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Working Funds	30,000	30,000					
	30,000	30,000					
Tax Levy							
Trf from Levy	185,000					185,000	
	185,000					185,000	
Funding Total	**215,000**	**30,000**				**185,000**	

Attributes

Attribute	Value	Comment
Department	Planning	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	Upgrade	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1149 <Generated>	

Town of Orangeville

Capital Projects

Project 11700.0000 CF - Official Plan Review --
Department Planning
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Capital Works

DEREK CURRIE, CAPITAL WORKS MANAGER

The Capital Works Division is tasked with the management of the Town's infrastructure assets in harmony with the 2022 Asset Management Plan. In 2023 the key focus areas of this division was to assist with the maintenance and rehabilitation of the Towns water/wastewater infrastructure, while focusing on the delivery of its Life-Cycle cost strategies. We also saw the transition of the Town's Road and Bridge programs into the Capital Division.

This group of professionals manages the planning, design, and construction of the Town's Capital asset renewal needs. The Capital program is diverse and includes all infrastructure such as roads, bridges, building structures, water, wastewater, and storm water systems. We work closely with all Divisions/ Departments throughout the Town to find efficiencies and synergies in the delivery of the Town's Capital needs.

As stated in the 2022 Asset Management Plan, a current Capital investment of $13.5 million dollars per year is required to maintain the necessary Levels of Service to ensure the safe and reliable condition of the Towns Core Assets.

2023 was a year filled with pre-engineering studies, design work, asset data collection, and rehabilitation projects.

These accomplishments include:

- The completion of the Commerce Road standpipe water storage project.
- Issued the contract for the Town wide universal water meter replacement program. This project will see the installation of 10,000 new water meters and will support the benefits of improved technologies as it will increase meter accuracy, provide understanding to the residents of their individual usage, and will reduce the Town's meter reading cost.
- Finalized the construction contract documents for the new west-end additional water storage standpipe and water pumping facility that will provide additional long-term storage and pumping capacity. Construction to begin in early 2024.
- Began the rehabilitation and upgrading of the Water Pollution Control Plant on Townline. This project will increase the efficiency of the plant while reducing its carbon footprint with the reduction of the amount of electricity needed to run the plant.
- Completed the Divisions first paving project. Broadway between Wellington and John Street received a new asphalt surface.
- Completed the maintenance and capital upgrades to the Dudgeon reservoir.
- Concluded several asset condition studies such as road needs, sanitary sewers, storm management ponds and maintenance holes. Part of having a robust asset management plan is the need to know the condition of the Town's assets. A more comprehensive 10-year Capital forecast will be developed from these studies.



An environmentally responsible Team who works in collaboration with its stakeholders to create and implement strategies necessary to turn vision into reality. We proactively and effectively manage the Town's Capital infrastructure Assets while sustaining the well-being for the community.

2024 will be an extremely busy year for this division with several major deliverables being taken on.

These projects will include:

- The construction of a new water storage standpipe and pumping facility at the Well 5 site on Veterans Way. This project is a major task since it will increase the Towns storage capacity and the rehabilitation of the West Sector Reservoir cannot commence until the new water tower is built and on-line.
- The start of the Town wide water meter replacement program.
- The completion of the rehabilitation to the Water Pollution Control Plant.
- Upgrades to the Sanitary Sewer System, that have been identified by the current Inflow and Infiltration study.
- New watermain and valves in Rotary Park.
- Upgrades to the Electrical and Mechanical systems at several wells and reservoirs, thus increasing the efficiency of each location.
- Road Reconstruction on Cardwell and Dawson.
- Intersection improvements to John at Townline and Broadway and Townline.
- Flood Mitigation construction at the Water Pollution Control Plant.

This group strives to be proactive in maintaining the Town's capital assets while being financially and environmentally responsible to the residents of the Town.

By the numbers

Who We Serve

31,000
residents

10,000
property owners

Council

Other Departments/Divisions

How We Measure

Transportation Assets: $375M

Water Distribution Assets: $215M

Wastewater Assets: $240M

Storm Sewer Assets: $140M

Total Linear Capital Assets: $970M

Per year in expenditures: $5M

Who We Are

Manager, Capital Works: 1

Project Manager: 1

Project Technologist: 1

Accomplishments

- Completed the Rehabilitation of the Dudgeon Reservoir water storage facility.
- Issued the contract for the town wide water meter replacement program.
- Began the rehabilitation to the Water Pollution Control Plant.
- Resurfaced Broadway between Wellington Street and John Street.
- Completed several Asset Management condition surveys.

What We Do

- Proactively identify and plan capital needs, while working closely with the Town's Asset Management Plan.
- Develop project charters to ensure the intended objectives are met.
- Preside over the design of projects.
- Track projects with respect to compliance with specifications, schedules and budgets.
- Safeguard the Town's drinking water by ensuring that the infrastructure is safe and reliable.
- Protect the Credit River Watershed by maintaining the wastewater treatment systems to the highest standards.
- Carry out funding applications from Provincial and Federal agencies.



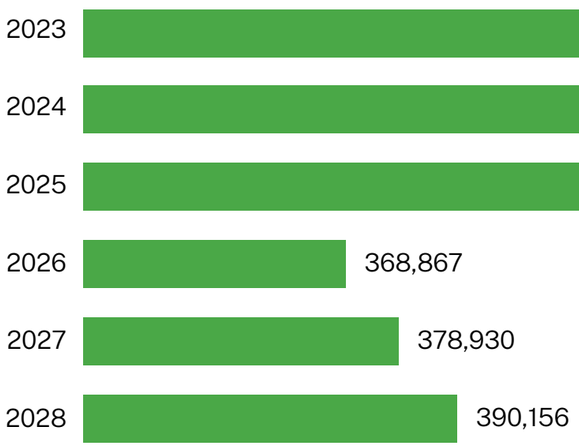
Capital Works 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Capital Works									
Compensation		450,701	463,126	12,425	2.8%	476,032	345,599	355,226	365,141
Professional Development and Assoc. Fees	231	10,200	10,404	204	2.0%	10,612	10,824	11,040	12,057
Office and Administration		7,200	5,661	(1,539)	(21.4%)	5,773	5,888	6,007	6,154
Public Relations, Promotions and Events	610	1,500	1,500			1,530	1,561	1,592	1,639
Licences and Support		1,000	1,020	20	2.0%	1,040	1,061	1,082	1,104
Safety Equipment and Clothing	560	1,800	1,800			1,806	1,812	1,818	1,848
Maintenance and Repairs		750	765	15	2.0%	780	796	812	836
Equipment Purchases		8,000	510	(7,490)	(93.6%)	520	530	541	541
Professional Fees		750	765	15	2.0%	780	796	812	836
Sub-total Expenses:	**1,401**	**481,901**	**485,551**	**3,650**	**0.8%**	**498,873**	**368,867**	**378,930**	**390,156**
Transfers to(from) Reserve		(66,182)	(67,733)	(1,551)	2.3%	(69,324)			
Total Transfers		**(66,182)**	**(67,733)**	**(1,551)**	**2.3%**	**(69,324)**			
Total Capital Works Levy Impact	**1,401**	**415,719**	**417,818**	**2,099**	**0.5%**	**429,549**	**368,867**	**378,930**	**390,156**

Capital Works 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Capital Works Levy Impact	**1,401**	**415,719**	**417,818**	**2,099**	**0.5%**	**429,549**	**368,867**	**378,930**	**390,156**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	2,099	11,731	(60,682)	10,063	11,226
Reversal of One-Time Items					
New Cell and Laptops	(9,150)				
Inflationary Impact					
Salaries and Benefits	12,425	12,906	13,290	9,627	9,915
Salaries and Benefits - end of Contract position			(143,723)		
Trf from Reserves			69,324		

Individual Drivers not exceeding $10,000 have been excluded

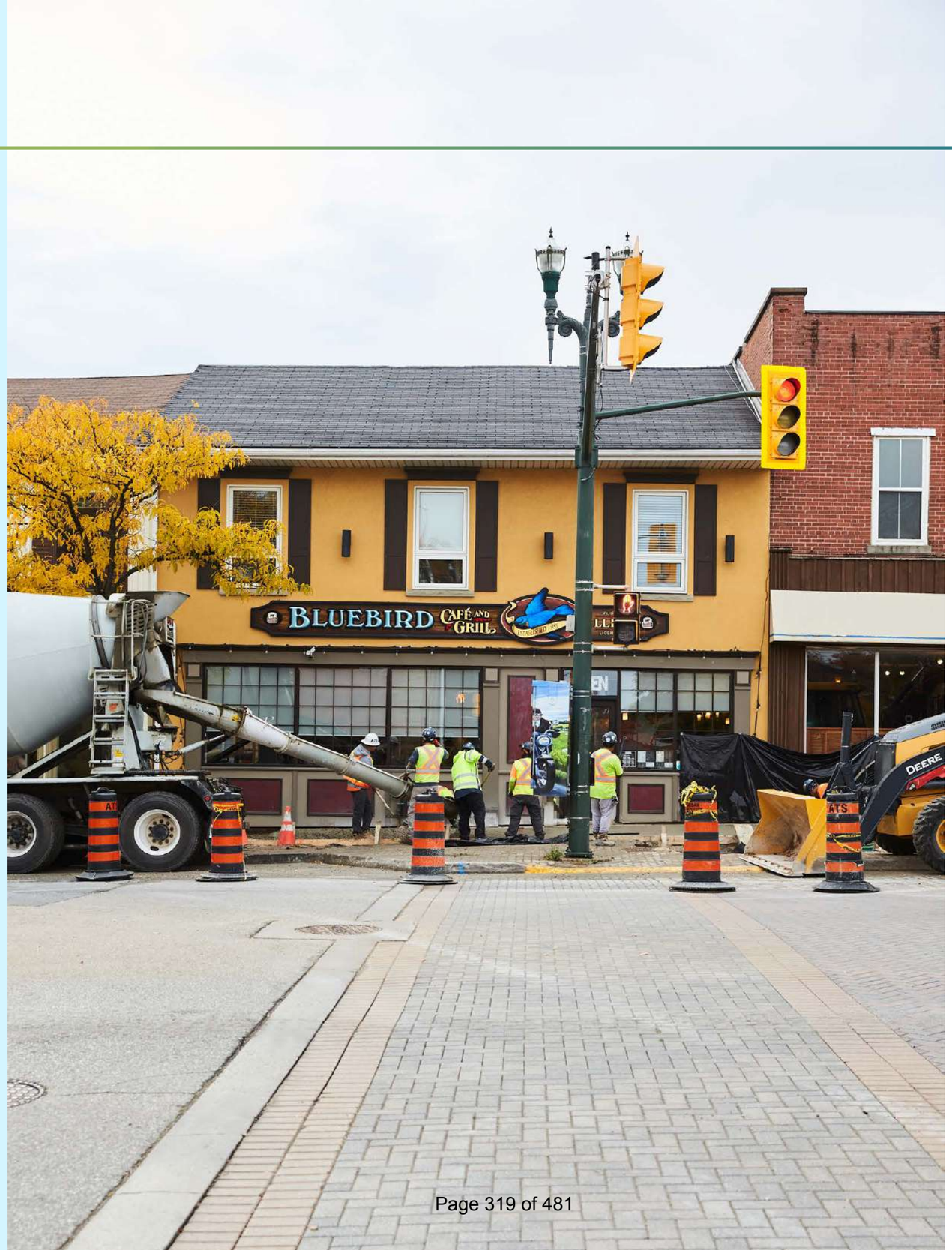
Public Works

RYAN ONDUSKO
PUBLIC WORKS MANAGER

The Public Works division provides services to the residents of the Town of Orangeville by operating and maintaining public works infrastructure. This includes roads, water and wastewater treatment facilities, water distribution, wastewater collection systems, and stormwater management systems.

The division is composed of five groups: administration, water, wastewater, roads, and environmental compliance. Most of the divisions' drivers are mandated through provincial legislations which are oriented to providing safe and reliable services to the residents and consumers.

Bill 93, the Getting Ontario Connected Act, was introduced with significant compliance requirements and administrative penalties regarding late locates and processing times. This places an emphasis on the Water Works team to strive for a higher level of standard in locate service levels. In 2023, an additional summer student and a full-time permanent Damage Prevention Technician were hired to assist the Water Works group in navigating the new changes while seeking Alternative Locate Arrangements and software solutions to assist in streamlining the process.



At the beginning of 2023, the division made significant strides to clear up some of the backlogged work that has become prevalent due to the COVID-19 pandemic. Significant delays in the supply chain and contractor availability due to workplace restrictions and practices had set many preventative maintenance programs behind over the past few years.

The Roads group has received a new snowplow just in time for winter and is going through a naming competition with the residents in Orangeville. Another new snowplow is expected to be delivered sometime in 2024.

Public Works staff will be looking to modernize their electronic equipment by looking for new tools and software to continue to push forward with digitizing and optimizing workflows and processes to create a more efficient work system. The goal of digitizing is to create a surplus of data to assist staff in decision making processes and identify areas of concern and need for improvement.

2024 is shaping up to be a busy year for Public Works. Drinking water Well 5 will be undergoing a large project to build a new standpipe and booster pumping station, alongside the rehabilitation of Digester 2, Clarifier 3, and Detritor 3 at the Water Pollution Control Plant.

By the numbers

Who We Serve

31,000
residents

10,000
households

How We Measure

120 km of Roads

123 km of Sidewalks

129 km of Water Mains

122 km of Storm Sewers

115 km of Sanitary Sewers

20 Drinking Water Wells

4 Sewage Pumping Stations

1 Water Pollution Control Plant

Who We Are

Manager, Public Works: 1

Public Works Clerk: 1

Infrastructure Technicians: 2

Compliance Officer: 1

Supervisors: 3

Lead Hands: 3

Equipment Operators: 8

Water Works Operators : 8

Damage Prevention Technician: 1

Wastewater Operators : 3

Mechanic: 1

Seasonal Winter Operators/ Labourers: 13

Seasonal Summer Students: 4



What We Do

Operate & maintain the rights of way & road network by:

- Providing winter control operations for roads, sidewalks, and municipally owned parking lots
- Arranging required road & sidewalk maintenance including line painting, asphalt patching, sidewalk repairs/ replacement, catch basin and manhole rehabilitation

Provide day-to-day operation of water supply and distribution systems in Orangeville and Mono by:

- Completing the required microbiological and chemical sampling throughout water distribution systems
- Inspect and maintain drinking water treatment sites for 12 wells in Orangeville and 8 wells in Mono
- Maintain the water distribution systems in Orangeville & Mono
- With Ontario One call, locate Town-owned underground buried infrastructure
- Operate the WPCP in compliance with the Environmental Compliance Approval issued by MECP

Ensure legislative requirements are satisfied to demonstrate that safe, reliable, sustainable drinking water and wastewater services are provided to customers, including:

- Annual reporting & inspections by Ministry of Environment, Conservation and Parks
- Drinking Water Quality Management System
- Environmental monitoring

Accomplishments

- Over 96% inspection ratings for two of the Drinking Water Systems we operate
- Implementation of more preventative maintenance programs to extend the life of some of our assets
- Continual work to digitize workflow and processes
- Operation of the Water Pollution Control Plant remains in compliance with the ECA
- The ongoing dedication of Public Works staff to provide essential service, 24 hours a day in all weather conditions

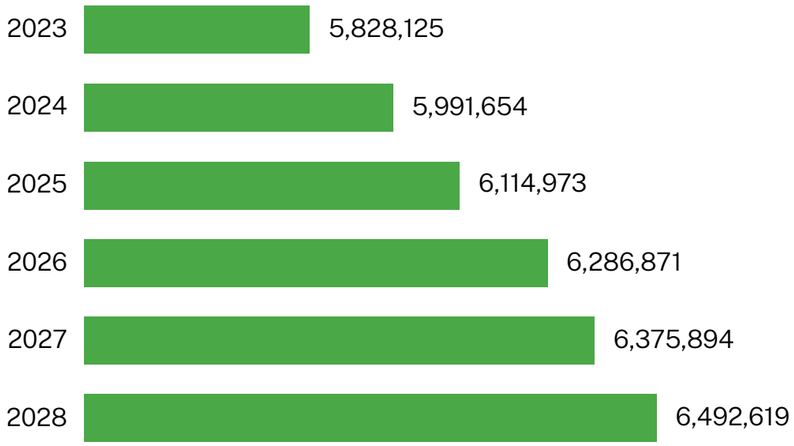
Public Works 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Public Works									
User Fees	(15,173)	(16,700)	(16,200)	500	(3.0%)	(16,200)	(16,200)	(16,200)	(16,200)
Agreement and Lease Revenue	(40,286)	(9,720)	(9,720)			(9,720)	(9,720)	(9,720)	(9,720)
Other Revenues	(218,423)	(187,335)	(192,335)	(5,000)	2.7%	(197,335)	(202,400)	(207,400)	(212,400)
Sub-total Revenues:	**(273,882)**	**(213,755)**	**(218,255)**	**(4,500)**	**2.1%**	**(223,255)**	**(228,320)**	**(233,320)**	**(238,320)**
Compensation	2,237,263	2,232,179	2,076,576	(155,603)	(7.0%)	2,132,912	2,190,896	2,250,159	2,263,755
Insurance	29,567	33,115	48,280	15,165	45.8%	53,108	58,419	64,261	70,688
Professional Development and Assoc. Fees	10,465	15,980	14,630	(1,350)	(8.4%)	14,690	15,850	15,990	16,890
Office and Administration	50,319	56,070	96,910	40,840	72.8%	87,770	88,730	89,860	90,560
Public Relations, Promotions and Events	6,226	2,100	7,100	5,000	238.1%	7,100	7,100	7,100	7,400
Licences and Support		12,900	13,000	100	0.8%	13,100	13,100	13,100	13,100
Service and Lease Agreements	180,381	204,456	275,085	70,629	34.5%	279,272	288,033	297,471	316,209
Programs	94,923	104,250	104,500	250	0.2%	106,505	108,295	110,121	111,323
Safety Equipment and Clothing	15,110	15,000	17,305	2,305	15.4%	15,500	15,500	16,000	16,000
Utilities	204,484	239,915	240,845	930	0.4%	264,929	291,422	320,564	352,620
Fuel	138,933	121,000	156,043	35,043	29.0%	171,647	188,812	207,693	228,462
Materials and Supplies	470,618	927,000	590,090	(336,910)	(36.3%)	590,110	594,620	597,730	599,730
Maintenance and Repairs	308,145	442,889	451,837	8,948	2.0%	447,763	452,264	463,910	467,897
Equipment Purchases	77,328	61,800	65,300	3,500	5.7%	69,300	69,300	70,300	70,300
Outside Services	1,401,164	1,466,587	1,910,412	443,825	30.3%	1,923,904	1,949,200	1,975,788	1,996,838
Professional Fees	23,348	8,200	8,300	100	1.2%	8,400	8,500	9,100	9,100
Inter-Departmental Re-Allocations	(69,560)	(40,454)	(74,933)	(34,479)	85.2%	(74,933)	(74,933)	(74,933)	(74,933)
Sub-total Expenses:	**5,178,714**	**5,902,987**	**6,001,280**	**98,293**	**1.7%**	**6,111,077**	**6,265,108**	**6,434,214**	**6,555,939**
Principal Re-payments	103,202	115,072	127,969	12,897	11.2%	141,974	73,504		
Interest Expense	38,663	30,521	21,454	(9,067)	(29.7%)	11,383	1,579		
Debt Service Charges	**141,865**	**145,593**	**149,423**	**3,830**	**2.6%**	**153,357**	**75,083**		
Transfers to(from) Reserve	(86,805)	(6,700)	59,206	65,906	(983.7%)	73,794	175,000	175,000	175,000
Total Transfers	**(86,805)**	**(6,700)**	**59,206**	**65,906**	**(983.7%)**	**73,794**	**175,000**	**175,000**	**175,000**
Total Public Works Levy Impact	**4,959,892**	**5,828,125**	**5,991,654**	**163,529**	**2.8%**	**6,114,973**	**6,286,871**	**6,375,894**	**6,492,619**

Public Works 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Public Works Levy Impact	**4,959,892**	**5,828,125**	**5,991,654**	**163,529**	**2.8%**	**6,114,973**	**6,286,871**	**6,375,894**	**6,492,619**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	163,529	123,319	171,898	89,023	116,725
Reversal of One-Time Items					
Salt and Sand Storage	(430,000)				
Reallocation					
GM & EA Compensation Reallocation	(188,135)				
Previously Endorsed					
Enterprise Fleet Management	48,290				
One-Time Items					
Televisions for snow patrol monitoring	10,000				
Inflationary Impact					
Salaries and Benefits	31,508	52,987	54,558	55,744	44,997
Sanding and Salting	100,000				
Fuel costs	35,043	15,604	17,165	18,881	20,769
Utilities		19,029	20,932	23,026	25,328
Road safety devices and signs	24,500				
Outside services	11,200				
Trf to Reserves	75,000		100,000		
Service Level Impact					
Storm Network Camera and Flushing Program	73,500				
Storm Network Repairs - Manholes and catch basins	130,000				
Increased Sidewalk Repairs and Replacements	180,000				
New Roads Truck - Lease and Maintenance Costs	19,609				
GPS Tracking for Winter Control Operations	19,200				
Tablet Data Plans	11,580				
Inter-departmental - IT	(33,079)				

Individual Drivers not exceeding $10,000 have been excluded

Public Works 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **460 Public Works**										
11740.0000 Roads Needs Study				45,000			45,000			
11750.0000 CF - Transit Study	32,697					35,000				
11813.0000 CF - Engineering Standards Update	75,000									
13986.0000 CF - Climate Change	50,000									
21000.4401 CF - Vehicles -- PW Truck#2 Plow	280,000									
21000.4404 Vehicles -- PW Truck#5 Plow	400,000									
21000.4405 CF - Vehicles -- PW Truck#6 Dump	80,000									130,000
21000.4410 Vehicles -- PW Truck#11			130,000							140,000
21000.4411 Vehicles -- PW Truck#15					130,000					
21000.4418 Vehicles -- TS Loader 2018 Volvo L60H						287,500				
21000.4425 Vehicles -- PW Truck#25 Service		75,000							80,000	
21000.4426 Vehicles -- PW Truck#26 Service				450,000						
21000.4431 Vehicles -- PW Truck#9 Plow										650,000
21000.4433 Vehicles -- PW Tilt Trailer									16,000	
21008.4432 Fork Lift -- Fork Lift									60,000	
21105.1050 CF - Operations Ctr - 3 Bay Exp	1,558,411									
21167.1001 Photocopier -- Town Hall			15,000						15,000	
21509.0000 CF - Streetlights post/LumiN	71,423	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
25017.0000 CF - Traffic Signal Upgrades	184,000	194,000	194,000	194,000	194,000	194,000	194,000	194,000	184,000	194,000
25021.0000 CF - John St at Townline Upgrades	615,000									
25022.0000 CF - County Rd 16 & Hansen Blvd Traffic Signals	200,000									
25100.0000 CF - Emerald Ash Borer	534,748									
25200.0000 CF - Noise Fence	180,000	184,000	187,000	191,000	195,000	195,000	195,000	203,000	207,000	210,000
26029.0000 CF - SWM2 - Pond Retrofits	880,531		1,100,000							
26030.0000 CF - Boulevard Tree Inventory	80,000									
26031.0000 CF - Planting of Additional Trees	55,889									
26049.1060 CF - Flood Mitigation at the WPCP	500,000									
26050.0000 CF - Operations Equipment	9,599									
31000.0000 Engineering Design								90,000		

Public Works 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
31016.0000 CF - C Line Box Culvert Rehab	417,439									
31024.0000 CF - Rustic Crescent Rehabilitation	400,000									
31025.0000 CF - Green Street Rehabilitation	154,000									
31115.0000 CF - Reconn - Centennial	650,000									
31116.0000 CF - Recon Church St	2,596,716									
31117.0000 CF - Townline widening at Broadway	750,000									
31119.0000 CF - Recon - Victoria St - Ont to J	3,610,457									
31120.0000 CF - Recon - Ontario St. Vic to Pri	1,243,240									
31121.0000 CF - Recon Cardwell St, Princess to Townline	1,272,000									
31122.0000 CF - Recon Cardwell St, Princess to Dufferin	66,090				2,444,000					
31123.0000 CF - Recon - Dufferin St, John to Ontario	90,000	3,436,000								
31801.0000 CF - Hansen BlvdBridge-Low Mon	695,000									
B0798.0000 Rehab Hansen Blvd, Blindline to Amelia			857,000							
B0982.0000 Recon - Carlton Dr, Madison to Lawrence						90,000	3,225,000			
B0987.4400 Truck 1 Replacement - 2012 Aerial Bucket	315,000									
B0997.0000 Rehab - Broadway east bound, Dawson to Blindline		175,000								
B0998.0000 Rehab - Dawson, Centre to Hillside	143,000									
B0999.0000 Recon - Third Ave, 1st St to 2nd St	100,000	841,000								
B1000.0000 Recon - Third Ave, 2nd St to 3rd St.	100,000	1,960,000								
B1001.0000 Rehab - Crimson Cresc		123,000								
B1004.0000 Recon - Erindale, Dufferin to Princess St		90,000	2,821,000							
B1008.0000 Purchase and Placement of Transit Shelters		25,000					25,000			
B1009.0000 Recon - Zina St, First St to Louisa								90,000	3,418,000	
B1014.0000 Recon - Amanda, Townline to Parsons			85,000	1,507,200						
B1015.0000 Recon - Amanda, Parsons to Front			85,000	2,005,000						
B1016.0000 Rehab - Margaret, Townline to Hanah					343,000					
B1017.0000 Recon - Steven Street	90,000	1,431,000								
B1018.0000 Recon - Andrew St	90,000	1,765,000								
B1053.1050 Centre Street Culvert Rehabilitation	791,000									
B1125.0000 Blind Line from Hansen North/Limits				90,000	1,028,660					
B1126.0000 Fourth Ave and Third St realignment			2,200,000							

Public Works 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1127.0000 Left turn lane Broadway at Blind Line					1,270,000					
B1131.1050 Crane Truck			180,000							
B1132.1050 Street Sweeper		600,000								
B1133.0000 Traffic Signals at Hansen & Parkinson					175,000					
B1136.0000 SWM1 - Lower Monora Creek Stream Retrofit & Protection Works							3,292,500			
B1140.0000 SWM5 - Middle Monora Creek - Flood & Erosion Control Projs				822,800						
B1141.0000 SWM6 - Oversized SWM Pond Mono Developments, Built Capacity	136,200									
B1142.0000 SWM3/4 Phase 1 - Mill Creek Stabilization	1,779,000									
B1143.0000 SWM3/4 Phase 2 - Mill Creek Stabilization			850,000							
B1160.0000 Transportation Study	75,000									
B1193.0000 Flood Mitigation Implementation Project	500,000									
B1194.0000 Sherbourne St Rehabilitation					161,000					
B1195.0000 Recon of Edelwild Century to Parkview								90,000	3,410,000	
B1273.0000 Reconstruction Bythia Street Townline to Church							90,000	3,810,000		
B1278.0000 Reconstruction of Dufferin Street		85,000	2,489,000							
B1331.0000 C-Line Reconstruction Century to Town Line						90,000	2,698,000			
B1332.0000 John Street Reconstruction Townline to Corp Limits					90,000	3,024,000				
B1351.0000 Bythia Street (Court) Reconstruction	75,000	1,738,000								
B1359.0000 Caledonia Road Reconstruction			199,000	1,636,000						
B1360.0000 Hillside Drive Reconstruction									136,000	1,107,000
B1361.0000 Road Resurfacing Program	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	1,300,000	1,400,000	1,500,000
B1375.0000 Assessment of Existing Snow Dump	75,000									
B1376.1050 Truck 2 - Snowplow Replacement										475,000
B1377.1050 Truck 3 - Snowplow Replacment									475,000	
B1378.1050 RTV Replacement (project 1)	35,000									
B1379.1050 RTV Replacement (project 2)			40,000							
B1380.1050 Enclosed Sign Trailer		8,100								

Public Works 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1381.1050 Sand Hopper Replacement	7,500									
B1385.0000 PXO Crossing Broadway at Wellington	205,000									
B1387.0000 Rehabilitation of Parking Lots	25,000									
B1398.4406 Replacement of Truck#19 Plow		400,000								
B1399.4414 Replacement of Trackless							160,000			
B1400.4421 Replacement of Landscaping Trailer					8,000					
Total Investment in Capital	**23,273,940**	**14,170,100**	**12,472,000**	**8,231,000**	**7,328,660**	**5,205,500**	**11,214,500**	**5,817,000**	**9,441,000**	**4,446,000**
Less: Funding Sources										
Gas Tax - Federal		655,000		1,000,000	250,000		1,850,000	645,000	1,100,000	1,107,000
Development Charges	1,394,700	600,000	3,239,580		870,560		328,416			
Reserves/ Reserve Funds	16,025,903	3,733,820	3,800,599	3,099,037	3,333,162	1,339,150	1,343,020	54,400	2,527,215	24,520
Water Rates	539,000	1,534,000	772,000	315,000	156,000	467,837	700,000		884,000	
Wastewater Rates	794,000	1,779,000	705,000	802,000	11,000	297,000	570,000		745,500	
Grant		3,362,000	800,000	1,000,000	1,000,000	500,000	3,450,000	1,550,000	1,705,000	
Financing	2,588,200	1,752,000	880,400							
Other	60,000		7,000			30,000				30,000
Total Other Funding Sources	**21,401,803**	**13,415,820**	**10,204,579**	**6,216,037**	**5,620,722**	**2,633,987**	**8,241,436**	**2,249,400**	**6,961,715**	**1,161,520**
Total Public Works Levy Impact	**1,872,137**	**754,280**	**2,267,421**	**2,014,963**	**1,707,938**	**2,571,513**	**2,973,064**	**3,567,600**	**2,479,285**	**3,284,480**

Town of Orangeville

Capital Projects

Project 11750.0000 CF - Transit Study --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Transit Study will provide an update to the Optimization Study that was completed in 2022. The study will evaluate the current program and set direction for the future needs of the municipality. Additional Funding Required in 2024 to complete the study.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**60,000**	**25,000**					**35,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	13,000	5,000					8,000
	13,000	5,000					8,000
Tax Levy							
Trf from Levy	47,000	20,000					27,000
	47,000	20,000					27,000
Funding Total	**60,000**	**25,000**					**35,000**

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	Upgrade	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1155 <Generated>	

Town of Orangeville

Capital Projects

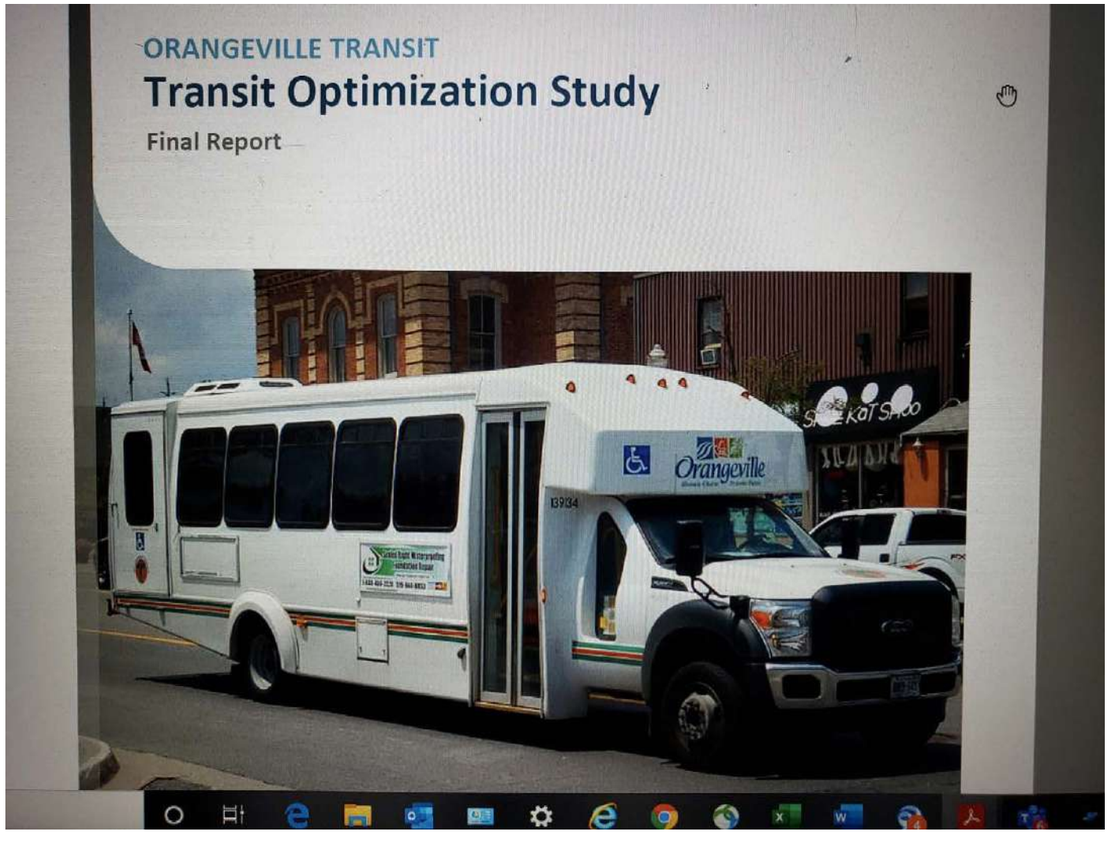
Project 11750.0000 CF - Transit Study --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Gallery

C:\Users\tdulisse\Downloads\Transit OPT.jpg



Town of Orangeville

Capital Projects

Project 21000.4404 Vehicles -- PW Truck#5 Plow
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This project involves replacing a 2015 snow plough and attachments with a new 5 ton plough and attachments. This vehicle has reached the end of its service life and maintenance costs are making this vehicle cost prohibitive.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**400,000**	**400,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Winter Control	370,000	370,000					
	370,000	370,000					
Proceeds on Disposal of Assets							
Sale of Vehicles	30,000	30,000					
	30,000	30,000					
Funding Total	**400,000**	**400,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	4404 PW Truck#5 Plow	
Budget Year	2016	
Priority	Mandatory	
Status	Existing Capital Project	
Project Type	Replacement	
Service Life		
Approval Status	Approved	
Project Reference	Truck 5 Replacement - 2014 Purchase	PW-2014-18, TF-2014-30.
Activity	21000 Vehicles	

Town of Orangeville

Capital Projects

Project 21000.4404 Vehicles -- PW Truck#5 Plow
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Corporate Capacity	INNOVATION
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 21509.0000 CF - Streetlights post/LumiN --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Orangeville Hydro has identified a number of street light poles that have corroded and deteriorated creating a potential safety hazard. These poles are a maintenance liability and a potential safety hazard. This program also includes identifying the locations and replacing the poles and luminaires. Replacing old less efficient High Pressure Sodium luminaires at the same time as the pole will ensure that the asset is completely renewed.The cost of electrical power for LED lights is considerably less (approximately 60% less in some cases) as they are more energy efficient.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**400,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	80,000	8,000	8,000	8,000	8,000	8,000	40,000
	80,000	8,000	8,000	8,000	8,000	8,000	40,000
Tax Levy							
Trf from Levy	320,000	32,000	32,000	32,000	32,000	32,000	160,000
	320,000	32,000	32,000	32,000	32,000	32,000	160,000
Funding Total	**400,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**200,000**

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	30 Years	
Approval Status	Approved	
Project Reference		
Activity	21509 CF - Streetlights post/LumiN	

Town of Orangeville

Capital Projects

Project 21509.0000 CF - Streetlights post/LumiN --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	No	

Gallery

Y:\Public Works Department\Budget\2019\Budget Pictures\Final Pics\21509.0000 Streetlights post Luminaire Re.jpg



Town of Orangeville

Capital Projects

Project 25017.0000 CF - Traffic Signal Upgrades --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Municipality is responsible for the maintenance of 25 sets of traffic signals. Some sets of signals including the hardware have been operational for approximately 25 to 30 years. A number of the traffic components have reached and exceeded the life expectancy. This program involves updating hardware such as hangers, luminaires, back boards, loop detectors, radar sensors, traffic camera detection timers and monitors to ensure that the traffic signals continue to operate and move pedestrians and traffic safely and efficiently. Traffic Signal Hardware and Components have a life expectancy of 12 years. This programme renews traffic signal components on a 12 year rotation, renewing 2 sets per year.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,920,000**	**184,000**	**194,000**	**194,000**	**194,000**	**194,000**	**960,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	388,000	135,000	194,000	59,000			
	388,000	135,000	194,000	59,000			
Tax Levy							
Trf from Levy	1,532,000	49,000		135,000	194,000	194,000	960,000
	1,532,000	49,000		135,000	194,000	194,000	960,000
Funding Total	**1,920,000**	**184,000**	**194,000**	**194,000**	**194,000**	**194,000**	**960,000**

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	20 Years	
Approval Status	Approved	
Project Reference		
Activity	25017 CF - Traffic Signal Upgrades	

Town of Orangeville

Capital Projects

Project 25017.0000 CF - Traffic Signal Upgrades --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.
Other plans and studies		This project is part of a 12 year continuous process.
Other plans and studies		
Procurement	Yes	Q-2
Communications	No	
Information Technology	No	

Gallery

C:\Users\amyles\OneDrive - Town of Orangeville\FMW\Traffic Signal Upgrades - Year 3 of 7 (C-Line_Alder).jpg



Town of Orangeville

Capital Projects

Project 25021.0000 CF - John St at Townline Upgrades --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The 2019 Development Charges Background Study identified this project as requirement to ensure acceptable levels of service at this intersection. The project includes upgrades to the traffic signals to accommodate additional turn movements to offset the additional traffic demands at this location.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**218,000**	**218,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	118,000	118,000					
	118,000	118,000					
Tax Levy							
Trf from Levy	100,000	100,000					
	100,000	100,000					
Funding Total	**218,000**	**218,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Construction	
Service Life	25 years	
Approval Status	Approved	
Project Reference		
Activity	B1128 <Generated>	

Town of Orangeville

Capital Projects

Project 25021.0000 CF - John St at Townline Upgrades --
Department Public Works
Version 3 Management Review 1 Year 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	A1/Q2
Information Technology	No	

Town of Orangeville

Capital Projects

Project 25100.0000 CF - Emerald Ash Borer --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Emerald Ash Borer has been found in Orangeville and will, over the next several years, destroy ash trees in the Town. As trees on municipal property (both boulevards and within parks) die, there is an increasing potential risk to the public and property from these trees falling. In 2013, Council approved a 10 year plan to remove and replace all of the boulevard and park ash trees in Orangeville. (Reference to PW-2016-17 and 35).

Beginning in 2022, The EAB programme initiated in 2013 will conclude by removing all trees identified as being infected by the EAB.

Beginning in 2023, a new 2 year programme will begin to replace all removed trees to increase the Town's canopy cover to the target of 40%

Allocation of funds as follows:

2022 $200,000 to complete removals of the targeted trees
2023 $200,000 to replace removed trees as part of the EAB Programme
2024 $188,000 to replaced removed trees as part of the EAB Programme

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**188,000**	**188,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	188,000	188,000					
	188,000	188,000					
Funding Total	**188,000**	**188,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2016	
Priority	Endorsed	
Status	Existing Capital Project	
Project Type	Replacement	
Service Life		
Approval Status	Approved	
Project Reference	Emerald Ash Borer	PW-2013-72; November 25, 2013 Minutes, Motion 14
Activity	25100 CF - Emerald Ash Borer	
Strategic Plan	Community Vitality	Secure the finanical vitaility of the Municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 25100.0000 CF - Emerald Ash Borer --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project 25200.0000 CF - Noise Fence --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

In 2016 Council approved a program to begin replacing noise attenuation fence with more robust, longer lasting PVC fencing. PVC fencing has a service life in the order of 45 years. This project is a continuation of that programme and will continue until all acoustic fencing that has reached the end of its service life has been replaced. The programme has focused on the Highway No. 9/10 (Oak Ridge/Rolling Hills Dr.) and Riddell Road corridors.

Since the inception of this programme, materials costs have escalated approximately 60%. The rising materials costs have resulted in an extension of the programme while attempting to maintain a modest year to year increase.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,947,000**	**180,000**	**184,000**	**187,000**	**191,000**	**195,000**	**1,010,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	542,920	149,000	52,000	155,000	28,400	28,400	130,120
	542,920	149,000	52,000	155,000	28,400	28,400	130,120
Tax Levy							
Trf from Levy	1,404,080	31,000	132,000	32,000	162,600	166,600	879,880
	1,404,080	31,000	132,000	32,000	162,600	166,600	879,880
Funding Total	**1,947,000**	**180,000**	**184,000**	**187,000**	**191,000**	**195,000**	**1,010,000**

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2018	
Priority	Endorsed	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	45 Years	
Approval Status	Approved	
Project Reference	Noise Fence Replacement	
Activity	25200 CF - Noise Fence	

Town of Orangeville

Capital Projects

Project 25200.0000 CF - Noise Fence --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		This is an ongoing project
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\selvitigala\Desktop\noise.JPG



Town of Orangeville

Capital Projects

Project 26030.0000 CF - Boulevard Tree Inventory --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Motion 2023-269 That Council direct staff to report back with an additional allocation of $80,000 in the 2024 Budget deliberations to achieve the urban tree canopy target of 40% by 2040.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**80,000**	**80,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	80,000	80,000					
	80,000	80,000					
Funding Total	**80,000**	**80,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5	
Approval Status	Approved	
Project Reference		
Activity	B1282 <Generated>	
Strategic Plan	Future-Readiness	SUSTAINABILITY – Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 26030.0000 CF - Boulevard Tree Inventory --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 26049.1060 CF - Flood Mitigation at the Water Pollution Control Plant - Townline Road Crossing
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Aligning with the Town's Corporate Climate Change Adaptation Plan and recognizing that climate change is causing more severe weather events; the need to add to the Towns infrastructure on Townline near the Water Pollution Control Plant as part of a flood mitigation plan has been identified.

Two (2) 600mm diameter cross culverts will be installed across Townline 250 m south of Broadway along with the restoration of the outfall area.

This adaptation plan aims to reduce the risk of flooding events at the Water Pollution Control Plant.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**300,000**	**300,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	300,000	300,000					
	300,000	300,000					
Funding Total	**300,000**	**300,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Construction	
Service Life	25	
Approval Status	Approved	
Project Reference		
Activity	B1297 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 26049.1060 CF - Flood Mitigation at the Water Pollution Control Plant - Townline Road Crossing
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\dcurrie\OneDrive - Town of Orangeville\Pictures\flood.jpg



Town of Orangeville

Capital Projects

Project	31024.0000 CF - Rustic Crescent Rehabilitation
Department	Public Works
Version	3 Management Review 1
Year	2024

Description

Project Details

This road has an overall condition rating of 68. The underground services were reviewed and found to be in generally good condition and did not require replacing.

The Road Needs Study has identified this section of road as being a priority due to the poor surface and drainage conditions.

This project includes removing and replacing the surface asphalt, removing and replacing a smaller quantity of curb to improve drainage, rehabilitating the structures as may be required and replacing the top asphalt.

Completion of this project will increase the financial and operational efficiencies while improving and extending the service life of the Town's roadway infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**124,000**	**124,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	124,000	124,000					
	124,000	124,000					
Funding Total	**124,000**	**124,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	25	
Approval Status	Approved	
Project Reference		
Activity	B1328 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	31024.0000 CF - Rustic Crescent Rehabilitation
Department	Public Works
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project 31115.0000 CF - Reconn - Centennial --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The average annual daily traffic on Centennial Road is approximately 8,000 vehicles per day. With the truck and heavy vehicle traffic, this road has continued to be a significant maintenance burden on the Municipality. The RNS has rated the structural adequacy at a 7 (indicating major surface distress and excessive maintenance requirements) and an overall priority rating at 54, the lowest of all road ratings in the 2020 RNS. This project contemplates a two-phased construction schedule, the first phase being - Dawson to Tideman and a second phase - Tideman to "C" Line. The engineering design and environmental assessment will be undertaken as one project for the entire length of the roadway. The scope of the project includes removing and replacing the curb, road asphalt and granular materials to improve the structure, drainage and quality of the road. The project also includes the improvements and signalization of the Dawson-Centennial-Hillside Drive intersection. The project also includes a LID design and implementation component that has been included in the budgeted value. Reconstruction will also consider bike lanes and a pedestrian crossover in the area of Centennial and Commerce Road for Humber College.
Completion of this project will increase financial and operational efficiencies while improving the Town's infrastructure. The allowance in the budget for 2020 will cover costs associated with design and approvals. Construction was active in 2021, 2022 and 2023.
Additional funds of $650,000 is being requested due to potential cost over runs from Asphalt Cement Indexing, Utility Relocates and other unforeseen circumstances

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**650,000**	**650,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	200,000	200,000					
Trf from RF - Wastewater	200,000	200,000					
Trf from RF - General Capital	250,000	250,000					
	650,000	650,000					
Funding Total	**650,000**	**650,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	25 years	
Approval Status	Approved	
Project Reference		
Activity	B1044 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality

Town of Orangeville

Capital Projects

Project 31115.0000 CF - Reconn - Centennial --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		This project is complete
Other plans and studies		
Procurement	No	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\amyles\Pictures\Centennial Rd Reconstruction .jpg



Town of Orangeville

Capital Projects

Project	31119.0000 CF - Recon - Victoria St - Ont to J --
Department	Public Works
Version	3 Management Review 1
Year	2024

Description

Project Details

The 2020 Road Needs Study has identified this section of road as having an overall condition rating (C/R) of 63 as a result of poor surface drainage and structural adequacy. Due to the age of the subsurface infrastructure, full reconstruction of the road is being recommended along with the replacement of the water and sanitary sewers. Completion of this project will increase financial and operational efficiencies while improving the Town's infrastructure and ensure future sustainability.

Additional $250,000 is being requested due to unforeseen cost overruns.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**250,000**	**250,000**					
Funding							
External Financing							
Financing - External	874,000	874,000					
	874,000	874,000					
Funding Total	**874,000**	**874,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	30 years	
Approval Status	Approved	
Project Reference		
Activity	B1191 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		Construction in 2024
Other plans and studies		

Town of Orangeville

Capital Projects

Project	31119.0000 CF - Recon - Victoria St - Ont to J --
Department	Public Works
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Town of Orangeville

Capital Projects

Project 31121.0000 CF - Recon Cardwell St, Princess to Townline
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Road Needs Study has identified this section of Cardwell Street to be a priority due to the poor condition of the road surface and the structural rating (65). The structural adequacy of the road is 7 indicating that the capability of the surface and base course of asphalt of a road are not adequate to support further loading and resist deformation. The recommended improvement from the 2015 Road Needs Study is RSS, full reconstruction of road, curb, sub-drain and sub-surface utilities.

The water and sewer mains have reached their life expectancy and are in need of replacing. This requirement has been identified by the Asset Management Plan.

Completion of this project will increase financial and operational efficiencies while improving the Town's infrastructure.

Consulting work to be completed in 2023, with construction in 2024.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,192,000**	**1,192,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	274,000	274,000					
Trf from RF - Wastewater	229,000	229,000					
	503,000	503,000					
External Financing							
Financing - External	689,000	689,000					
	689,000	689,000					
Funding Total	**1,192,000**	**1,192,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Very High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	30 Years road; 75 Years watermain and Sewer	
Approval Status	Approved	
Project Reference	Asset Mangement Plan Road Needs Study	

Town of Orangeville

Capital Projects

Project 31121.0000 CF - Recon Cardwell St, Princess to Townline
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Activity	B0084 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

C:\Users\selvitigala\Desktop\cardwell.JPG



Town of Orangeville

Capital Projects

Project	31121.0000 CF - Recon Cardwell St, Princess to Townline
Department	Public Works
Version	3 Management Review 1
Year	2024

Gallery

Y:\Public Works Department\Budget\2019\Budget Pictures\Final Pics\B0084.0000 Cardwell Street Reconstruction Princess Street to Townline.jpg



Town of Orangeville

Capital Projects

Project	31121.0000 CF - Recon Cardwell St, Princess to Townline
Department	Public Works
Version	3 Management Review 1
Year	2024

Gallery

C:\Users\amyles\Downloads\Cardwell Street Reconstruction - Princess Street to Townline (Rating = 65).jpg



Town of Orangeville

Capital Projects

Project 31801.0000 CF - Hansen BlvdBridge-Low Mon --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Hansen Boulevard is a major collector road which is intended to connect Blind Line in the east with Veterans' Way to the west. The connection is contingent on the completion of the Cachet Homes development, the completion of the Edgewood Valley 2B development, and the construction of the bridge over Lower Monora Creek. The bridge is funded through Area-Specific DC's with a small contribution from tax dollars. The timing of this project will be influenced by the rate at which development proceeds.

The 2014 and 2019 Development Charges Studies identified this as a benefit to existing with the ability to fund the project through Development Charges. The 2019 Development Charge Study has been updated to reflect current pricing.

Construction of the bridge is a front-end project that requires the Town to front the money with anticipation that development would begin and area specific development charges recovered.

Additional funding of $350,000 was requested in 2023

Additional funding of $695,000 is being requested in 2024 due to additional cost incurred due to difficult site conditions and other unforeseen issues.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**695,000**	**695,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	139,000	139,000					
	139,000	139,000					
Development Charges							
From DC RF - Roads and Related	556,000	556,000					
	556,000	556,000					
Funding Total	**695,000**	**695,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	100 Years	
Approval Status	Approved	funded by DC, Roads and Secondary Plan, Design/Study in 2018, Construction targeted for 2021
Project Reference		
Activity	31801 CF - Hansen BlvdBridge-Low Mon	

Town of Orangeville

Capital Projects

Project 31801.0000 CF - Hansen BlvdBridge-Low Mon --
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\amyles\Downloads\Hansen Blvd. Bridge-Lower Monora Creek Crossing 1.jpg



Town of Orangeville

Capital Projects

Project B0987.4400 Truck 1 Replacement - 2012 Aerial Bucket
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This project involves replacing the existing aerial Truck with a new aerial truck. This vehicle has reached the end of its service life and maintenance costs are making this vehicle cost prohibitive. This vehicle allows Staff to operate safely and efficiently at heights. The vehicle is used to maintain and trim trees, hang banners on Broadway and other maintenance throughout the Municipality.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**315,000**	**315,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from Res - Fleet Replaceme	30,000	30,000					
	30,000	30,000					
Tax Levy							
Trf from Levy	255,000	255,000					
	255,000	255,000					
Proceeds on Disposal of Assets							
Sale of Vehicles	30,000	30,000					
	30,000	30,000					
Funding Total	**315,000**	**315,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	4400 PW Truck#1 Aerial	
Budget Year	2022	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	

Town of Orangeville

Capital Projects

Project B0987.4400 Truck 1 Replacement - 2012 Aerial Bucket
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Approval Status	Approved	
Project Reference		
Activity	B0987 <Generated>	
Strategic Plan	Economic Resilience	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

Y:\Public Works Department\Budget\2019\Budget Pictures\Final Pics\B0987.1050 Truck 1 Replacement - 2012 Aerial Bucket.jpg



Town of Orangeville

Capital Projects

Project B0998.0000 Rehab - Dawson, Centre to Hillside
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
The Road Needs Study has identified this section of road as being a priority due to the poor surface and drainage conditions. This project includes removing and replacing the surface asphalt, removing and replacing a smaller quantity of curb to improve drainage, rehabilitating the structures as may be required and replacing the top asphalt. Completion of this project will increase the financial and operational efficiencies while improving and extending the service life of the Town's roadway infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**143,000**	**143,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	28,600	28,600					
	28,600	28,600					
Tax Levy							
Trf from Levy	114,400	114,400					
	114,400	114,400					
Funding Total	**143,000**	**143,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	25 years	
Approval Status	Approved	
Project Reference		
Activity	B0998 <Generated>	

Town of Orangeville

Capital Projects

Project B0998.0000 Rehab - Dawson, Centre to Hillside
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Town of Orangeville

Capital Projects

Project B0999.0000 Recon - Third Ave, 1st St to 2nd St
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Roads Needs Study has identified this section of Fourth Avenue to be a priority due to the poor condition of the road surface and the structural rating of the road.

The water and sewer mains have reached their life expectancy and are in need of replacing. This requirement has been identified by the Asset Management Plan.

Completion of this project will improve drainage and provide an updated urban standard to the residents in the area. Reconstruction will also increase financial and operational efficiencies while improving the Town's infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**941,000**	**100,000**	**841,000**				
Funding							
Grants							
From RF - Fed Gas Tax	500,000		500,000				
	500,000		500,000				
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	200,000		200,000				
Trf from RF - General Capital	157,000	16,000	141,000				
	357,000	16,000	341,000				
Tax Levy							
Trf from Levy	84,000	84,000					
	84,000	84,000					
Funding Total	**941,000**	**100,000**	**841,000**				

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2026	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	

Town of Orangeville

Capital Projects

Project B0999.0000 Recon - Third Ave, 1st St to 2nd St
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Service Life	50 years	
Approval Status	Approved	
Project Reference		
Activity	B0999 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1000.0000 Recon - Third Ave, 2nd St to 3rd St.
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Roads Needs Study has identified this section of Fourth Avenue to be a priority due to the poor condition of the road surface and the structural rating of the road.

The water and sewer mains have reached their life expectancy and are in need of replacing. This requirement has been identified by the Asset Management Plan.

Completion of this project will improve drainage and provide an updated urban standard to the residents in the area. Reconstruction will also increase financial and operational efficiencies while improving the Town's infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**2,060,000**	**100,000**	**1,960,000**				
Funding							
Grants							
From RF - OCIF FC	1,600,000		1,600,000				
	1,600,000		1,600,000				
Transfers from Reserve/Reserve							
Trf from RF - Water	208,000	10,000	198,000				
Trf from RF - Wastewater	172,000	10,000	162,000				
	380,000	20,000	360,000				
Tax Levy							
Trf from Levy	80,000	80,000					
	80,000	80,000					
Funding Total	**2,060,000**	**100,000**	**1,960,000**				

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2026	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	

Town of Orangeville

Capital Projects

Project B1000.0000 Recon - Third Ave, 2nd St to 3rd St.
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Service Life	50 years	
Approval Status	Approved	
Project Reference		
Activity	B1000 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1017.0000 Recon - Steven Street
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Roads Needs Study has identified Little York Street to be a priority due to the poor condition of the road surface and the structural rating of the road.

The water and sewer mains have reached their life expectancy and are in need of replacing. This requirement has been identified by the Asset Management Plan.

Completion of this project will increase financial and operational efficiencies while improving the Town's infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,521,000**	**90,000**	**1,431,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	300,000	20,000	280,000				
Trf from RF - Wastewater	281,000	20,000	261,000				
Trf from RF - General Capital	940,000	50,000	890,000				
	1,521,000	90,000	1,431,000				
Funding Total	**1,521,000**	**90,000**	**1,431,000**				

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2028	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	50 years	
Approval Status	Approved	
Project Reference		
Activity	B1017 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality

Town of Orangeville

Capital Projects

Project B1017.0000 Recon - Steven Street
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1018.0000 Recon - Andrew St
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Roads Needs Study has identified Little York Street to be a priority due to the poor condition of the road surface and the structural rating of the road.

The water and sewer mains have reached their life expectancy and are in need of replacing. This requirement has been identified by the Asset Management Plan.

Completion of this project will increase financial and operational efficiencies while improving the Town's infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,855,000**	**90,000**	**1,765,000**				
Funding							
Grants							
From RF - OCIF FC	962,000		962,000				
	962,000		962,000				
Transfers from Reserve/Reserve							
Trf from RF - Water	292,000	20,000	272,000				
Trf from RF - Wastewater	459,000	20,000	439,000				
Trf from RF - General Capital	142,000	50,000	92,000				
	893,000	90,000	803,000				
Funding Total	**1,855,000**	**90,000**	**1,765,000**				

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2028	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	50 years	
Approval Status	Approved	

Town of Orangeville

Capital Projects

Project B1018.0000 Recon - Andrew St
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Project Reference		
Activity	B1018 <Generated>	
Strategic Plan	Community Vitality	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/A3
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1053.1050 Centre Street Culvert Rehabilitation
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This bridge has been identified as a priority by the bi-annual bridge inspections undertaken by the Municipality. The bridge is 55 years old (1965) and has a BCI of 71.

The Ontario Structure Inspections Manual (OSIM) outlines the requirements of maintenance and rehabilitation for structures on Municipal roads in Ontario. The details of the rehabilitation for this project are identified by the inspection report undertaken in 2018.

Completion of this project will increase financial and operational efficiencies while improving and extending the life of the Town's infrastructure.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**791,000**	**791,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	84,263	84,263					
	84,263	84,263					
Tax Levy							
Trf from Levy	706,737	706,737					
	706,737	706,737					
Funding Total	**791,000**	**791,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	1050 Operations Ctr - 500 C Line	
Budget Year	2020	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	50 years	
Approval Status	Approved	
Project Reference		
Activity	B1053 <Generated>	

Town of Orangeville

Capital Projects

Project B1053.1050 Centre Street Culvert Rehabilitation
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

C:\Users\amyles\OneDrive - Town of Orangeville\FMW\Centre Street Bridge Rehabilitation.jpg



Town of Orangeville

Capital Projects

Project B1141.0000 SWM6 - Oversized SWM Pond Mono Developments, Built Capacity
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The SWM pond on the south side of Meadow Drive, east of Fieldgate, was oversized when it was built in the late 1980's to service land to the west. The Town has an agreement with Mono Developments Limited whereby it is required to reimburse Mono Developments when those lands develop.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**136,200**	**136,200**					
Funding							
Development Charges							
From DC RF-AS: Storm Water mgt	136,200	136,200					
	136,200	136,200					
Funding Total	**136,200**	**136,200**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	30 years	
Approval Status	Approved	
Project Reference		
Activity	B1141 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1141.0000 SWM6 - Oversized SWM Pond Mono Developments, Built Capacity
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1142.0000 SWM3/4 Phase 1 - Mill Creek Stabilization - Centre St to west Broadway at Blind
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Surface Water Management Assessment Study 2006 Update identified four areas of Mill Creek where remedial work is required now. It has been established that the erosion that has occurred over the past few years is attributable to growth that occurred through the 1990's on the upstream end of Mill Creek. Therefore, the cost of that repair work would be paid by the town as a prior growth cost. This project includes stream retrofit and protection works along a 600m reach of Mill Creek between Centre to West of Bdwy.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,779,000**	**1,779,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	1,114,000	1,114,000					
	1,114,000	1,114,000					
Development Charges							
From DC RF-AS: Storm Water mgt	665,000	665,000					
	665,000	665,000					
Funding Total	**1,779,000**	**1,779,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	40 years	
Approval Status	Approved	
Project Reference		
Activity	B1142 <Generated>	

Town of Orangeville

Capital Projects

Project B1142.0000 SWM3/4 Phase 1 - Mill Creek Stabilization - Centre St to west Broadway at Blind
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\amyles\OneDrive - Town of Orangeville\FMW\Mill Creek Erosion.JPG



Town of Orangeville

Capital Projects

Project B1160.0000 Transportation Study
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Per 2019 DC Study, the Master Transportation Study is planned to focus on a sustainable transportation network for vehicles, pedestrians and cyclists with projected needs to 2030. The objectives of this study are to plan for an improved existing network, enhance and expand active transportation components, and to develop and incorporate additional transportation policies as deemed appropriate.This project involves a global review of the Town's transportation network. The County of Dufferin recently completed a study in 2019. It is expected that this report will provide Staff and Council with an analysis of the existing network and recommendations for improvement to keep up with growth.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**75,000**	**75,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	37,500	37,500					
	37,500	37,500					
Development Charges							
From DC RF - Roads and Related	37,500	37,500					
	37,500	37,500					
Funding Total	**75,000**	**75,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2020	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1160 <Generated>	

Town of Orangeville

Capital Projects

Project B1160.0000 Transportation Study
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

C:\Users\tdulisse\Downloads\Dufferin-County-Community-Demand-Survey1.jpg



Town of Orangeville

Capital Projects

Project B1193.0000 Flood Mitigation Implementation Project
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

In 2019 Town of Orangeville partnered with Credit Valley Conservation (CVC) to complete a Town-wide flood assessment through the National Disaster Mitigation Program (NDMP). The goals of this assessment were to update floodplain modelling and minimize flood risk along Monora and Mill Creeks by identifying and validating flood mitigation options.

CVC updated local hydrologic and hydraulic modelling to gain a better understanding of the extent of flood inundation for several identified spill areas within the Town. After analyzing the results and validating the models, CVC developed and verified different flood mitigation options for each spill location. Staff was directed to develop a Flood Mitigation Plan based on the NDMP results for Council's consideration. This funding will be allocated towards the implementation measures that are approved by Council in the Flood Mitigation Plan.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**500,000**	**500,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	100,000	100,000					
	100,000	100,000					
Tax Levy							
Trf from Levy	400,000	400,000					
	400,000	400,000					
Funding Total	**500,000**	**500,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	30	
Approval Status	Approved	
Project Reference		
Activity	B1193 <Generated>	

Town of Orangeville

Capital Projects

Project B1193.0000 Flood Mitigation Implementation Project
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Gallery

C:\Users\amyles\OneDrive - Town of Orangeville\FMW\Fire Hall Flood.jpg



Town of Orangeville

Capital Projects

Project B1351.0000 Bythia Street (Court) Reconstruction
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Following the governance of the Council approved Asset Management plan, the court portion of Bythia Street from Dufferin Street to the end of cul-de-sac is in need of reconstruction. The overall road condition rating of this section of roadway is 64 which places it in the “fair to poor” category of the pavement condition rating system (PCI). The 2022 Road Needs Study identified Bythia Court between Dufferin Street and the end of the cul-de-sac as a priority due to the poor condition of the road surface and structural rating of it. The underground infrastructure was constructed in the 1970’s and is approaching the end of its service life. This project involves the full reconstruction of the road base, the riding surface and the replacement of the water main, storm sewer system and sanitary sewer system. The sidewalk along this section of roadway will be removed and replaced to current AODA standards. Design and Engineering work is planned for 2024 with construction in 2025.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,813,000**	**75,000**	**1,738,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	357,000	15,000	342,000				
Trf from RF - Wastewater	290,000	15,000	275,000				
Trf from RF - General Capital	1,166,000	45,000	1,121,000				
	1,813,000	75,000	1,738,000				
Funding Total	**1,813,000**	**75,000**	**1,738,000**				

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B1351 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality

Town of Orangeville

Capital Projects

Project B1351.0000 Bythia Street (Court) Reconstruction
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies	Sustainable Neighbourhood Action Plan	Transportation System
Other plans and studies		
Procurement	Yes	Q2 2024 for Engineering RFP / Q1 2025 for Construction
Communications	Yes	Social Media / Local Papers
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1361.0000 Road Resurfacing Program
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Road resurfacing is the process that restores any type of roadway after years of wear and tear. Roads tend to become worn out due to the volume and intensity of traffic, weather conditions, and natural effects. Road resurfacing is designed to restore and improve the road texture or profile, while improving its skid resistance.

A road way is placed onto a resurfacing program when the pavement condition index (PCI) becomes 70 or below.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**12,200,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,250,000**	**1,250,000**	**6,700,000**
Funding							
Grants							
From RF - OCIF FC	1,250,000						1,250,000
	1,250,000						1,250,000
Transfers from Reserve/Reserve							
Trf from RF - General Capital	8,150,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	2,650,000
	8,150,000	1,000,000	1,000,000	1,000,000	1,250,000	1,250,000	2,650,000
Tax Levy							
Trf from Levy	2,800,000						2,800,000
	2,800,000						2,800,000
Funding Total	**12,200,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,250,000**	**1,250,000**	**6,700,000**

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Reconstruction	
Service Life	20 years	

Town of Orangeville

Capital Projects

Project B1361.0000 Road Resurfacing Program
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Approval Status	Approved	
Project Reference		
Activity	B1361 <Generated>	
Strategic Plan	Future-Readiness	secure the financial viability of the municipaluty
Other plans and studies	Goal 1 - Corporate capacity	promote service delivery innovation through modern approach
Other plans and studies	SNAP	Transportation system
Procurement	Yes	RFT tender in Q1 of each year
Communications	Yes	Social and print media
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1375.0000 Assessment of Existing Snow Dump
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
This project includes assessing the current snow storage dump site on Lackey Drive for the purpose of ensuring compliance with current environmental requirements. This assessment will be completed by a qualified consulting firm and will yield future requirements to complete upgrades to this site for the purpose of ensuring environmental sustainability.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**75,000**	**75,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	75,000	75,000					
	75,000	75,000					
Funding Total	**75,000**	**75,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 yrs	
Approval Status	Approved	
Project Reference		
Activity	B1375 <Generated>	
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughful policy making and well preparedness.
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1375.0000 Assessment of Existing Snow Dump
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	Yes	Quarter 2 2024
Communications	Yes	Q2
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1378.1050 RTV Replacement (project 1)
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
This RTV is used by Public Works staff for sidewalk reinstatement, repairs, small jobs such as signs, leaf pickup, catch basin inspections, manhole inspections, and miscellaneous inspections, etc. This RTV has reached end of life and is needing replacement before repair costs become too excessive. This RTV is also used year round for transportation in Town when Public Works staff does not have enough vehicles on hand.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**35,000**	**35,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	35,000	35,000					
	35,000	35,000					
Funding Total	**35,000**	**35,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	1050 Operations Ctr - 500 C Line	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1378 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1378.1050 RTV Replacement (project 1)
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project	B1381.1050 Sand Hopper Replacement
Department	Public Works
Version	3 Management Review 1
Year	2024

Description

Project Details

The Town's Public Works team requires a new sand hopper attachment for use in the Town owned trackless sidewalk machine for winter control measures. This sand hopper is from 2005, and has reached its end of life. The Town owns one trackless sidewalk machine, and requires the sand hopper for removing and preventing ice formation during sidewalk snow clearing. If the sand hopper was to be removed from service due to an unexpected breakdown, it would remove the entire sidewalk machine from service until repairs can be made. We rent 5 trackless sidewalk machines in addition to the one we own, and can use our sand hopper on the rental sidewalk machines if required due to breakdowns.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**7,500**	**7,500**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	7,500	7,500					
	7,500	7,500					
Funding Total	**7,500**	**7,500**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	1050 Operations Ctr - 500 C Line	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10 years	
Approval Status	Approved	
Project Reference		
Activity	B1381 <Generated>	
Strategic Plan	Future-Readiness	Secure the financial viability of the municipality
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1381.1050 Sand Hopper Replacement
Department	Public Works
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1385.0000 PXO Crossing Broadway at Wellington
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Traffic on Broadway is increasing.This location is used by school age children to cross Broadway to attend school and return home. This area has been identified through research as a desired crossing. Justifications and Warrants in accordance with the Ontario Traffic Mannual have revealed (through a traffic study) that this crossing is justified.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**205,000**	**205,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	205,000	205,000					
	205,000	205,000					
Funding Total	**205,000**	**205,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Construction	
Service Life	25	
Approval Status	Approved	
Project Reference		
Activity	B1385 <Generated>	
Strategic Plan	Community Vitality	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policy making and well prepared infrastructure.
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1385.0000 PXO Crossing Broadway at Wellington
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1387.0000 Rehabilitation of Parking Lots
Department Public Works
Version 3 Management Review 1 **Year** 2024

Description
Project Details
This project includes the rehabilitation of the parking lot south of Broadway and between Mill Street and First Street. The Town owns and maintains the parking lot. The surface has deteriorated in areas and is in need of repair. This project will be procured and coordinated with the 2024 General Road Maintenance and Rehabilitation tender to achieve economies of scale.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**25,000**	**25,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	25,000	25,000					
	25,000	25,000					
Funding Total	**25,000**	**25,000**					

Attributes

Attribute	Value	Comment
Department	Public Works	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	20 yrs	
Approval Status	Approved	
Project Reference		
Activity	B1387 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1387.0000 Rehabilitation of Parking Lots
Department Public Works
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

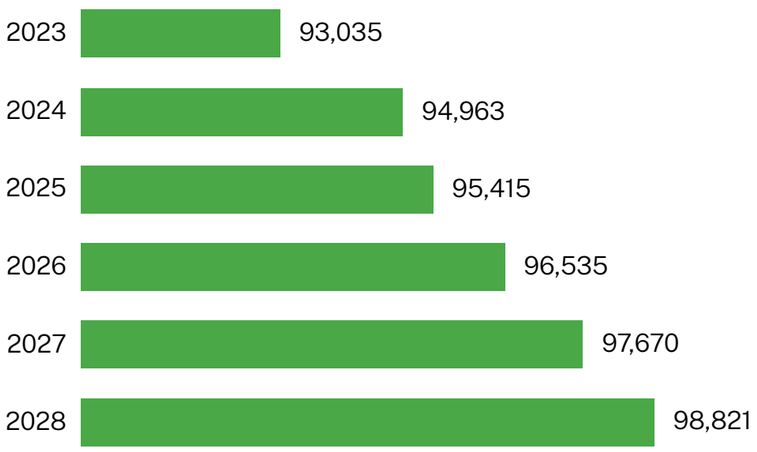
Public Works // Cemetery 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Cemetery									
User Fees	(113,683)	(84,250)	(91,272)	(7,022)	8.3%	(93,519)	(95,831)	(98,201)	(100,632)
Investment Income		(7,000)	(7,500)	(500)	7.1%	(8,000)	(8,500)	(8,500)	(8,500)
Sub-total Revenues:	**(113,683)**	**(91,250)**	**(98,772)**	**(7,522)**	**8.2%**	**(101,519)**	**(104,331)**	**(106,701)**	**(109,132)**
Compensation	92,869	54,661	54,985	324	0.6%	55,276	55,577	55,884	56,200
Insurance	8	9	13	4	44.4%	14	15	17	19
Professional Development and Assoc. Fees	145	1,200	1,500	300	25.0%	1,500	1,537	1,575	1,614
Office and Administration	1,237	1,165	1,265	100	8.6%	1,275	1,307	1,340	1,373
Service and Lease Agreements	1,787	1,800	1,900	100	5.6%	1,950	1,999	2,049	2,100
Materials and Supplies	18,822	9,300	9,400	100	1.1%	9,500	9,700	9,905	10,115
Maintenance and Repairs	79	1,900	1,900			1,900	1,900	1,900	1,900
Outside Services	26,885	23,000	24,000	1,000	4.3%	24,000	24,500	25,000	25,500
Sub-total Expenses:	**141,832**	**93,035**	**94,963**	**1,928**	**2.1%**	**95,415**	**96,535**	**97,670**	**98,821**
Transfers to(from) Reserve			3,809	3,809		6,104	7,796	9,031	10,311
Total Transfers			**3,809**	**3,809**		**6,104**	**7,796**	**9,031**	**10,311**
Total Cemetery Levy Impact	**28,149**	**1,785**		**(1,785)**	**(100.0%)**				

Public Works // Cemetery 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Cemetery Levy Impact	**28,149**	**1,785**		**(1,785)**	**(100.0%)**				

5 Year Expenses – Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(1,785)				

Individual Drivers not exceeding $10,000 have been excluded

Public Works // Cemetery 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: **610 Cemetery**										
11811.0000 Archaeological Study	21,720									
B1371.0000 New Benches	5,000									
B1402.1500 Columbarium					40,000					
Total Investment in Capital	**26,720**				**40,000**					
Less: Funding Sources										
Reserves/ Reserve Funds	26,720									
Total Other Funding Sources	**26,720**									
Total Levy Impact					**40,000**					

Town of Orangeville

Capital Projects

Project B1371.0000 New Benches
Department Cemetery
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Purchase of new benches for the Cemetery.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**5,000**	**5,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - General Capital	5,000	5,000					
	5,000	5,000					
Funding Total	**5,000**	**5,000**					

Attributes

Attribute	Value	Comment
Department	Cemetery	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1371 <Generated>	
Strategic Plan	Future-Readiness	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1371.0000 New Benches
Department Cemetery
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Public Works // Water 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Water									
User Fees	(6,970,953)	(7,232,756)	(7,398,986)	(166,230)	2.3%	(7,577,785)	(7,770,143)	(8,439,979)	(8,664,891)
Agreement and Lease Revenue	(346,614)	(340,200)	(347,000)	(6,800)	2.0%	(353,900)	(361,000)	(368,220)	(375,584)
Fines	(21,482)	(10,900)	(11,100)	(200)	1.8%	(11,300)	(11,500)	(14,000)	(14,252)
Sub-total Revenues:	**(7,339,049)**	**(7,583,856)**	**(7,757,086)**	**(173,230)**	**2.3%**	**(7,942,985)**	**(8,142,643)**	**(8,822,199)**	**(9,054,727)**
Compensation	1,622,652	2,309,833	2,435,459	125,626	5.4%	2,497,031	2,560,378	2,629,030	2,699,757
Insurance	89,022	119,705	148,423	28,718	24.0%	161,265	175,391	190,931	208,025
Property Tax	29,338	46,090	46,090			46,090	46,090	46,090	46,090
Professional Development and Assoc. Fees	16,773	41,825	31,975	(9,850)	(23.6%)	32,125	31,900	37,500	37,500
Office and Administration	22,596	75,055	121,155	46,100	61.4%	87,286	88,442	90,125	90,478
Public Relations, Promotions and Events	2,730	3,500	23,200	19,700	562.9%	23,200	23,200	23,200	23,200
Licences and Support	9,717	12,300	12,400	100	0.8%	12,400	12,400	12,400	12,400
Service and Lease Agreements	49,811	200,414	311,497	111,083	55.4%	288,874	301,401	310,289	314,491
Programs	25,096	41,500	41,000	(500)	(1.2%)	40,500	40,000	47,500	47,500
Safety Equipment and Clothing	5,451	10,000	10,000			10,000	10,000	13,000	13,000
Utilities	420,213	411,000	462,813	51,813	12.6%	509,094	560,004	616,004	677,605
Fuel	37,480	41,000	43,102	2,102	5.1%	47,412	52,153	57,368	63,105
Materials and Supplies	338,665	306,000	331,500	25,500	8.3%	334,780	337,080	342,780	345,030
Maintenance and Repairs	64,406	85,597	92,345	6,748	7.9%	95,886	100,326	102,585	103,611
Equipment Purchases	64,609	85,400	109,920	24,520	28.7%	102,920	102,920	119,020	119,020
Outside Services	736,849	1,037,750	1,197,600	159,850	15.4%	1,199,800	1,192,200	1,210,000	1,212,400
Professional Fees	414,657	358,100	374,050	15,950	4.5%	386,400	386,700	394,100	406,100
Inter-Departmental Re-Allocations	531,050	611,308	667,662	56,354	9.2%	672,687	673,800	674,441	675,096
Sub-total Expenses:	**4,481,115**	**5,796,377**	**6,460,191**	**663,814**	**11.5%**	**6,547,750**	**6,694,385**	**6,916,363**	**7,094,408**

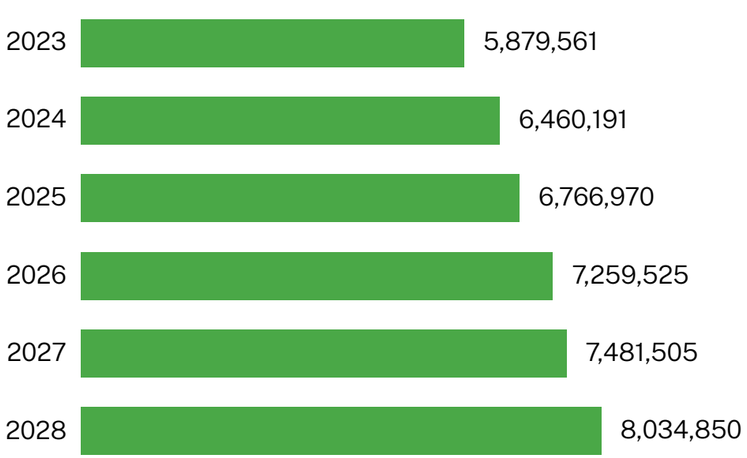
Public Works // Water 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Principal Re-payments		34,302		(34,302)	(100.0%)	50,448	132,605	139,320	232,739
Interest Expense		48,882		(48,882)	(100.0%)	168,772	432,535	425,822	707,703
Debt Service Charges		**83,184**		**(83,184)**	**(100.0%)**	**219,220**	**565,140**	**565,142**	**940,442**
Transfers to(from) Reserve	2,857,934	1,704,295	1,296,895	(407,400)	(23.9)	1,176,015	883,118	1,340,694	1,019,877
Total Transfers	**2,857,934**	**1,704,295**	**1,296,895**	**(407,400)**	**(23.9%)**	**1,176,015**	**883,118**	**1,340,694**	**1,019,877**
Total Water Levy Impact									

Public Works // Water 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Sub-total Expenses:	**4,481,115**	**5,796,377**	**6,460,191**	**663,814**	**11.5%**	**6,547,750**	**6,694,385**	**6,916,363**	**7,094,408**

5 Year Expenses – Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Reallocation					
GM & EA Compensation Reallocation	(42,974)				
One-Time Reversal					
Damage Prevention Technician Training	(14,700)				
Previously Endorsed					
Lease and Maintenance Costs - Enterprise	43,098				
One-Time Items					
Dudgeon Reservoir Desks	7,000	(7,000)			
New Workstations at Dudgeon Reservoir	7,000	(7,000)			
Upgrade 14 iPads	28,000	(28,000)			
Electronic Logbook Integration	35,000	(27,500)			
Inflationary Impact					
Water Billing	(165,130)	(177,699)	(191,258)	(668,734)	(223,806)
Salaries and Benefits	43,213	61,572	63,347	68,652	70,727
Insurance	28,718	12,842	14,126	15,540	17,094
Hydro Costs	52,199	44,220	48,642	53,506	58,857
Chemicals Costs	10,000				
Materials and Supplies	10,000				
Debt Payments	(83,184)	219,220	345,920		375,300
Transfer to Reserves	(474,400)	(120,880)	(292,897)	457,576	(320,817)
Inter-departmental - IT	50,320				
Service Level Impact					
Operator, Water	125,387				
Community Outreach Program - proactive engagement	7,700				
Various Conferences	5,200				
Video Advertisements	12,000				
Leak Detection Program	30,000				
Summer Rental Vehicle for Summer Students	20,000				
Tablet Data Plans	6,840				
Treatment Plant Pipeworks Rehabilitation Program	30,000				
AMI and SAAS - Water Meter Maintenance	71,000				
Electronic Logbook Subscriptions	15,000				
New Water Vehicles - Lease and Maintenance Costs	34,774				

Individual Drivers not exceeding $10,000 have been excluded

Public Works // Water 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 620 Water										
11803.0000 CF - SCADA Master Plan	150,000									
11805.1070 CF - Rehabilitation & Optimiza - Water Treatment Facility	281,000	1,088,000								
13950.0000 CF - Water Supply	1,705,268	3,000,000	5,000,000							
13961.0000 CF - Water Meter & Billing Upgrade	5,935,493									
20330.0000 CF - SCADA Systems	581,968									
20417.3905 CF - Variable Frequency Drive - Well 5	26,967									
21181.1070 CF - Electrical & Mechanical - Water Treatment Facility	479,000		495,000	429,000	659,000	111,000				
26043.0000 Dawson Rd watermain extension	686,400									
26044.0000 High Lift Pump Rehabilitation/Replacement	110,000									
26046.0000 CF - Watermain and Valve Replacement:Rotary Park	325,700									
33075.0000 CF - Well Bldg and Dra-Well 5	455,000									
33081.0000 CF - Disinfection - UV Replacements	312,000									
33084.0000 CF - Filter Media Rehabilitation	211,916	414,600								
33099.0000 CF - Well Treatment - GUDI Upgrade	6,939,819									
33100.0000 CF - Reservoir - West Sector	1,496,719									
33200.0000 CF - United Lands Flowing Well	50,000									
33300.0000 CF - Filter PLC Project	375,000							455,000		
B0058.0000 Zone 3B PRV/PSV Zone Valves		58,000	564,000							
B0078.0000 Well 6 and 11 Treatment Analysis	235,000	1,556,000								
B0925.0000 Elevated Water Storage Facility (Northwest Sector)		600,000	1,200,000	9,000,000						
B0927.0000 Well 9A & 9B Treatment Upgrades		2,750,000								
B0931.0000 Dudgeon Generator Replacement	113,000									
B1067.0000 District Water Metering		250,000	850,000							
B1079.4810 Equipment Replacement - Backhoe 1	220,000									
B1083.4812 Equipment Replacement - Mini Excavator		88,000								
B1290.0000 Well Rehab and Pump Replacement Program	150,000	143,000	16,000	28,000	134,000	262,000	149,000	16,000	146,000	246,000
B1291.0000 PRV Replacement Program	90,000	90,000	90,000	90,000	90,000					

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1293.0000 Watermain and Valve Replacement: Third Street and Fourth Avenue		1,040,000								
B1294.0000 Supply and Installation of Replacement NTU and CL2 Analyzers	440,000									
B1295.3950 South Sector Reservoir Inspection and Upgrades	80,000	300,000								
B1304.0000 Water and Wastewater Rate Study	90,000					108,000				
B1305.0000 Watermain and Valve Replacement: Zehrs Backlane Easement			827,000							
B1313.3950 Reservoir Cleaning and Inspections				60,000	60,000	60,000	24,000	120,000	60,000	
B1344.4036 Covered Trailer	28,000									
B1345.4036 Trenchbox Trailer Replacement		9,487								
B1346.4036 Valve Turner Replacement	130,000									
B1347.4000 Truck 7 Replacement							187,000			
B1348.4000 Truck 12 Replacement						182,000				
B1349.4000 Truck 20 Replacement					110,000					
B1350.4805 Backhoe 3 Replacement					281,000					
B1363.0000 Watermain Rehabilitation Program	217,500									
B1365.3910 Well 10 WTP Clear Well Baffling Curtains	198,000									
B1366.0000 WSR Water Shut Off Valve		75,000								
B1408.0000 Water Optimization Study	350,000									
Total Investment in Capital	**22,463,750**	**11,462,087**	**9,042,000**	**9,607,000**	**1,334,000**	**723,000**	**360,000**	**591,000**	**206,000**	**246,000**
Less: Funding Sources										
Gas Tax - Federal	751,400	1,338,000	850,000							
Development Charges	30,000	3,600,000	6,200,000	3,200,000		36,000				
Reserves/ Reserve Funds	14,381,950									
Water Rates	3,882,500	1,178,087	1,192,000	607,000	834,000	651,000	360,000	591,000	206,000	246,000
Wastewater Rates	30,000					36,000				
Grant			800,000		500,000					
Financing	3,387,900	5,346,000		5,800,000						
Total Other Funding Sources	**22,463,750**	**11,462,087**	**9,042,000**	**9,607,000**	**1,334,000**	**723,000**	**360,000**	**591,000**	**206,000**	**246,000**
Total Water Levy Impact										

Town of Orangeville

Capital Projects

Project 11805.1070 CF - Rehabilitation & Optimiza -- Water Treatment Facility
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Analysis of longer-term municipal production wells' operating data indicates reduced water supply capacity at several of the Town's wells. Supply capacity may be restored at under-performing wells, investigating potential additional capacity at specific wells, redistributing water takings to maximize overall supply capacity while minimizing effects on local groundwater resources and other methods. An engineering consultant specializing in hydrogeology and water supply issues will be retained to complete a comprehensive study to review historic well data, current operating conditions and performance at each well, past rehabilitation works, analyze aquifer performance and longer-term water level trends, etc. The consultant will submit a report making recommendations on how the Town can optimize the overall supply capacity of the production wells system.

The 2023 budget estimate provides for an allowance for the re-drilling of Well 6. In 2018, Well 6 experienced a decrease in performance and an increase in turbidity when pumped at the allowable rate. The flow rate has been lowered in order to keep the turbidity at an acceptable rate. It is important for the Town's water supply to have this well operating at its design capacity.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,234,000**	**146,000**	**1,088,000**				
Funding							
Grants							
From RF - Fed Gas Tax	1,219,000	131,000	1,088,000				
	1,219,000	131,000	1,088,000				
Transfers from Reserve/Reserve							
Trf from RF - Water	15,000	15,000					
	15,000	15,000					
Funding Total	**1,234,000**	**146,000**	**1,088,000**				

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	1070 Water Treatment Facility	
Budget Year	2021	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1173 <Generated>	

Town of Orangeville

Capital Projects

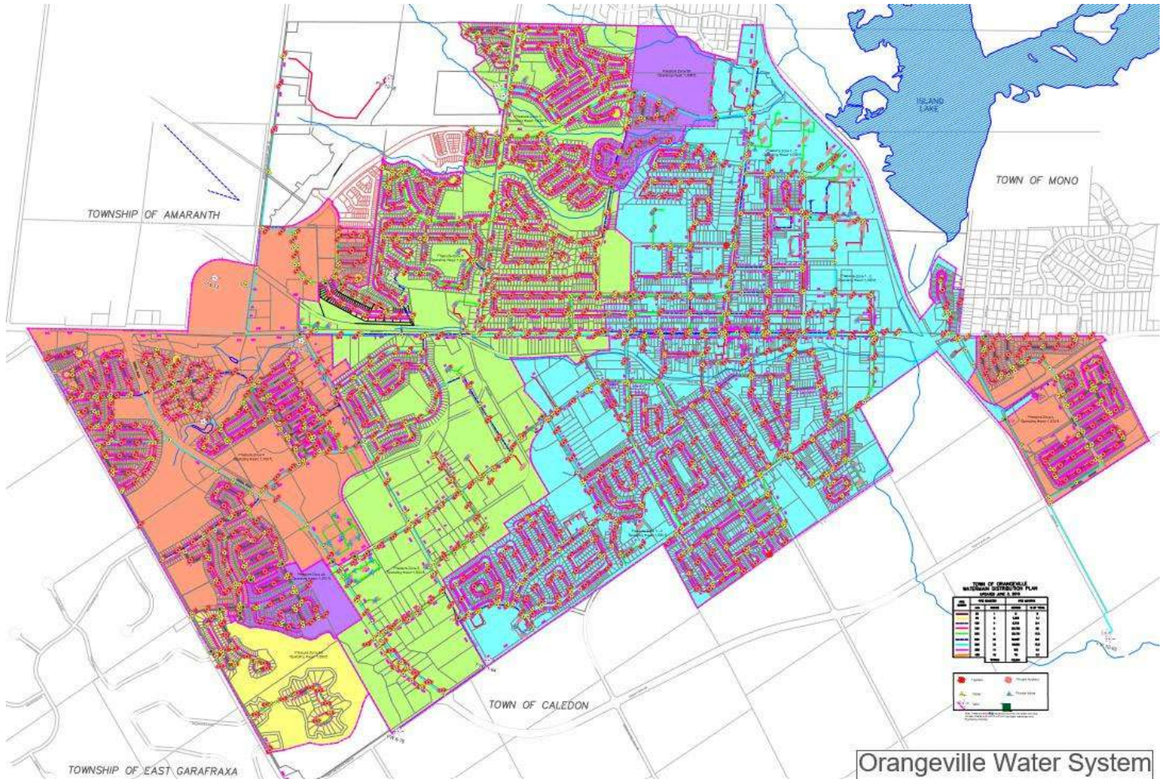
Project 11805.1070 CF - Rehabilitation & Optimiza -- Water Treatment Facility
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project 21181.1070 CF - Electrical & Mechanical -- Water Treatment Facility
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The majority of electrical and mechanical equipment was installed at the water supply facilities prior to 1998. Useful life analysis indicates that this equipment is due for replacement. An allowance for condition assessments was provided in 2020. The assessments will take place in 2021. Necessary replacements and/or upgrades will be scheduled over the subsequent years (2022 to 2026)

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**2,173,000**	**479,000**		**495,000**	**429,000**	**659,000**	**111,000**
Funding							
Grants							
From RF - OCIF FC	500,000					500,000	
	500,000					500,000	
Transfers from Reserve/Reserve							
Trf from RF - Water	1,673,000	479,000		495,000	429,000	159,000	111,000
	1,673,000	479,000		495,000	429,000	159,000	111,000
Funding Total	**2,173,000**	**479,000**		**495,000**	**429,000**	**659,000**	**111,000**

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	Replacement	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B0918 <Generated>	

Town of Orangeville

Capital Projects

Project 21181.1070 CF - Electrical & Mechanical -- Water Treatment Facility
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Due diligience
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

C:\Users\SPihel\Pictures\Electric Panel.jpg



Town of Orangeville

Capital Projects

Project 26043.0000 Dawson Rd watermain extension from existing to Broadway
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
This project involves the extension of the existing 250mm diameter watermain on Dawson Road by approximately 165 metres from its current end in front of 10 Dawson Road northwards to the existing watermain at Broadway. The project will also include the installation of a pressure sustaining/pressure reducing valve in a chamber, as the new watermain will provide a link between pressure zones 3 and 1 in the Town's water distribution system. Currently, there is no watermain connection between pressure zones 3 and 1 on Dawson Road between the Fire Station and Broadway. The installation of this new watermain will provide an additional link between the pressure zones, improving the efficiency of the water distribution system and improved flows between zones. The additional link between pressure zones will also provide some redundancy in the system when other boundary control valves are out of service for repairs or replacement.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**620,400**	**620,400**					
Funding							
Grants							
From RF - Fed Gas Tax	620,400	620,400					
	620,400	620,400					
Funding Total	**620,400**	**620,400**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	Low	
Status	New Capital Project	
Project Type	New Construction	
Service Life	75 Years for watermain; 50 Years for PRV	This section of watermain connects two dead end pieces improving flow and quality
Approval Status	Approved	
Project Reference		
Activity	B0075 <Generated>	
Strategic Plan	Future-Readiness	Due Diligience
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 26043.0000 Dawson Rd watermain extension from existing to Broadway
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	Yes	Q3/Q4
Information Technology	No	

Town of Orangeville

Capital Projects

Project 26044.0000 High Lift Pump Rehabilitation/Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
High lift pumps at the Dudgeon and South Sector Pump Station provide water to customers in Pressure Zones 3 and 5, respectively. All eight pumps need to be taken apart and either rehabilitated or replaced. Two pumps will be rehabilitated at each facility in both 2023 and 2024.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**110,000**	**110,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	110,000	110,000					
	110,000	110,000					
Funding Total	**110,000**	**110,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B0920 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 26044.0000 High Lift Pump Rehabilitation/Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	No	
Information Technology	Yes	Q3/Q4

Town of Orangeville

Capital Projects

Project	33081.0000 CF - Disinfection - UV Replacements --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Description

Project Details

Existing UV reactors at Wells 2, 8, 9 and 10 are nearing the end of their useful life. Existing UV reactors will be replaced with 2nd generation units. The unit at Well 8 & 8B will be replaced when the well is out of service for other work in 2022. Well 9 will be replaced in 2023, Well 2 in 2024 and Well 10 in 2025.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**156,000**	**156,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	156,000	156,000					
	156,000	156,000					
Funding Total	**156,000**	**156,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15 Years	
Approval Status	Approved	
Project Reference		
Activity	B0117 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	33081.0000 CF - Disinfection - UV Replacements --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	Q3/Q4

Gallery

UV System



Town of Orangeville

Capital Projects

Project	33084.0000 CF - Filter Media Rehabilitation --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Description

Project Details

This project will replace filter media at Wells 2, 8, 9, 10 and 12. It will include investigation of alternative filter medias to eliminate the need of Potassium Permanganate dosing at Well 10 and design filter vessel upgrades for Wells 2, 9, 10 and 12.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**505,600**	**91,000**	**414,600**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	505,600	91,000	414,600				
	505,600	91,000	414,600				
Funding Total	**505,600**	**91,000**	**414,600**				

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	10 Years	
Approval Status	Approved	
Project Reference		
Activity	B1063 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	33084.0000 CF - Filter Media Rehabilitation --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	Q3

Gallery

Well 8B/8C Filter Vessel



Town of Orangeville

Capital Projects

Project	33099.0000 CF - Well Treatment - GUDI Upg --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Description

Project Details

Following the Walkerton Tragedy in 2000, the Ministry of the Environment and Climate Change (MOECC) required additional treatment requirements for municipal drinking water supplies. Filtration and UV disinfection were installed at the Town's GUDI wells to ensure appropriate primary disinfection is achieved and to comply with the Safe Drinking Water Act, 2002. A Municipal Drinking Water Licence (MDWL) and Drinking Water Works Permit (DWWP) were issued by the MOECC outlining these treatment requirements. Through the MDWL and DWWP renewal process in 2015, the MOECC has advised the Town that additional disinfection is required to meet the treatment requirements of the Safe Drinking Water Act, 2002. These upgrades will involve adding pre-chlorination and/or ensuring sufficient chlorine contact time at Wells 2A, 5 and 5A, 8B and 8C, 9A and 9B, 10, and 12. Engineering and SCADA programing services are required to assess the optimum capital and operating improvements needed to meet this regulatory requirement. Preliminary upgrades were put in service by the end of November 2016. Further assessments have since been completed and in order to operate these systems properly, additional chlorine contact infrastructure needs to be built at Wells 5 and 5A (chlorine contact tank), 2A (chlorine contact pipe), and 10 (adding baffles to an existing tank).
The Well 5/5A chlorine contact infrastructure will be completed as part of a new project for additional water storage capacity at Well 5/5A in order to be able to take the WSR offline for rehabilitation.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,750,000**	**1,750,000**					
Funding							
External Financing							
Financing - External	3,387,900	3,387,900					
	3,387,900	3,387,900					
Funding Total	**3,387,900**	**3,387,900**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2016	
Priority	Mandatory	
Status	Existing Capital Project	
Project Type	Upgrade	
Service Life	15 Years	
Approval Status	Approved	
Project Reference	GUDI Well Treatment Upgrades	
Activity	33099 CF - Well Treatment - GUDI Upg	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	33099.0000 CF - Well Treatment - GUDI Upg --
Department	Waterworks
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	Yes	Q3/Q4
Information Technology	Yes	Q3/Q4

Gallery

Water Storage Facility - Well 5/5A site



Town of Orangeville

Capital Projects

Project B0078.0000 Well 6 and 11 Treatment Analysis
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

This project involves the design of an iron filtration and removal system for Wells 6 and 11. The first year of the project will involve enhanced water quality testing and an engineering study to determine the optimum method of iron control. The second year of the project will involve the supply and installation of the iron filtration and removal equipment. Elevated iron concentrations in the groundwater pumped from Wells 6 & 11 have resulted in challenges to maintaining aesthetic water quality in the areas of Town near the wells. The elevated iron concentrations result in more frequent customer complaints regarding discoloured water, and a need for increased flushing and maintenance efforts in the affected areas of the water distribution system.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,791,000**	**235,000**	**1,556,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	235,000	235,000					
	235,000	235,000					
External Financing							
Financing - External	1,556,000		1,556,000				
	1,556,000		1,556,000				
Funding Total	**1,791,000**	**235,000**	**1,556,000**				

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2021	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	New Construction	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B0078 <Generated>	

Town of Orangeville

Capital Projects

Project B0078.0000 Well 6 and 11 Treatment Analysis
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		
Procurement	No	
Communications	No	
Information Technology	Yes	2026

Town of Orangeville

Capital Projects

Project B0931.0000 Dudgeon Generator Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The standby generator at Dudgeon Pump Station ensures a continuous supply of water to customers in Pressure Zone 3 (a band running north-south through the centre of Orangeville) during power outages. The existing generator has exceeded its useful life and is scheduled for replacement in 2027.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**113,000**	**113,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	113,000	113,000					
	113,000	113,000					
Funding Total	**113,000**	**113,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2027	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	Replacement	
Service Life	25 Years	
Approval Status	Approved	
Project Reference		
Activity	B0931 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B0931.0000 Dudgeon Generator Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1079.4810 Equipment Replacement - Backhoe 1
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Backhoe 1 is a 2009 Case 580SM Backhoe. This backhoe is anticipated to have a useful life of 15 years and is being scheduled for replacement in 2024.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**220,000**	**220,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	220,000	220,000					
	220,000	220,000					
Funding Total	**220,000**	**220,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	4810 WA Backhoe #1	
Budget Year	2024	
Priority	Low	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15 Years	
Approval Status	Approved	
Project Reference		
Activity	B1079 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1079.4810 Equipment Replacement - Backhoe 1
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project	B1290.0000 Well Rehab and Pump Replacement Program
Department	Waterworks
Version	3 Management Review 1
Year	2024

Description

Project Details

Pump wear can be impacted by frequency of use, sediment in water, motor, etc. Unplanned equipment failures puts a stress on the water distribution system. A 10-year replacement cycle is recommended in order to avoid premature failures.. The MECP requires that a well be fully inspected when a pump is removed for maintenance purposes to ensure that the well is functioning properly. This program will ensure that the wells will perform optimally by keeping them clean from precipitate and sediment buildup. The project allows for a stainless-steel liner installation on those wells that have not been rehabilitated within the past 10 years.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**1,290,000**	**150,000**	**143,000**	**16,000**	**28,000**	**134,000**	**819,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	1,290,000	150,000	143,000	16,000	28,000	134,000	819,000
	1,290,000	150,000	143,000	16,000	28,000	134,000	819,000
Funding Total	**1,290,000**	**150,000**	**143,000**	**16,000**	**28,000**	**134,000**	**819,000**

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1290 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1290.0000 Well Rehab and Pump Replacement Program
Department	Waterworks
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	Q3 various years (minimal)

Gallery

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Town of Orangeville

Capital Projects

Project B1291.0000 PRV Replacement Program
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The Town of Orangeville's water system has four major pressure zones and three secondary pressure zones. The zones are interconnected by twenty-four boundary control valve (PRV) locations housing thirty-three active valves; eleven locations have two valves.

In 2023, a PRV maintenance program will commence that will target scheduled inspection and maintenance of 25% of the PRVs on a rotating basis. It is anticipated that the first few years will identify a number of PRVs that are at the end of their life and the 4-year capital replacement program is intended to catch up on deficiencies.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**450,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	450,000	90,000	90,000	90,000	90,000	90,000	
	450,000	90,000	90,000	90,000	90,000	90,000	
Funding Total	**450,000**	**90,000**	**90,000**	**90,000**	**90,000**	**90,000**	

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1291 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1291.0000 PRV Replacement Program
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	No	
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1294.0000 Supply and Installation of Replacement NTU and CL2 Analyzers
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The measurement of turbidity and chlorine residual is a regulatory requirement for providing safe drinking water. NTU analyzers measure turbidity and chlorine analyzers measure chlorine residual which ensures that enough chlorine was added to the water to inactivate bacteria and viruses. The age of many analyzers is well past the 14 year life cycle recommended by manufacturers. Many were installed in 2002/2003. Due to the aging instrumentation, there have been some recent failures of the NTU analyzers. Replacing the current units with one manufacturer will allow for better pricing and efficiencies for Staff.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**440,000**	**440,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	440,000	440,000					
	440,000	440,000					
Funding Total	**440,000**	**440,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1294 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1294.0000 Supply and Installation of Replacement NTU and CL2 Analyzers
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1/Q2
Communications	No	
Information Technology	Yes	Q3/Q4

Gallery

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Town of Orangeville

Capital Projects

Project B1295.3950 South Sector Reservoir Inspection and Upgrades
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The South Sector Reservoir (SSR) is due for a full clean out and structural inspection of the in-ground reservoir and the Reservoir building in 2025. A structural integrity inspection of the facility, including design and installation of baffles for the Well 10 and Well 12 clearwells will be conducted as part of this project. The baffles will provide better mixing and improved water quality. Past inspections of the SSR indicated that the access ladders need to be replaced. An allowance has been made for the repairs including the addition of stairs to provide safe access to the sump pits.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**380,000**	**80,000**	**300,000**				
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	380,000	80,000	300,000				
	380,000	80,000	300,000				
Funding Total	**380,000**	**80,000**	**300,000**				

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	3950 Reservoirs	
Budget Year	2023	
Priority	Mandatory	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1295 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1295.3950 South Sector Reservoir Inspection and Upgrades
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	Yes	Q3/Q4

Gallery

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Town of Orangeville

Capital Projects

Project B1304.0000 Water and Wastewater Rate Study
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Every 5 years, the Town must undertake a water and wastewater rate study and prepare a Water Financial Plan in accordance with Ontario Regulation (O.Reg.) 453/07. The 2025 study is an update to the Town's 2020 Water and Wastewater Rate Study. The outcome will provide the recommended rate forecast to address full costs of the municipal systems, including annual operating and capital expenditures from both a lifecycle and growth-related perspective. The study will: • Verify water and wastewater service demand assumptions based on analysis of historical consumption and recent trends; • Estimate future consumption levels • Identify all current and future water and wastewater system operating and capital needs to assess the immediate and longer-term implications.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**198,000**	**90,000**					**108,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	66,000	30,000					36,000
Trf from RF - Wastewater	66,000	30,000					36,000
	132,000	60,000					72,000
Development Charges							
From DC RF - Water	66,000	30,000					36,000
	66,000	30,000					36,000
Funding Total	**198,000**	**90,000**					**108,000**

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	Legislated	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	5	
Approval Status	Approved	
Project Reference		

Town of Orangeville

Capital Projects

Project B1304.0000 Water and Wastewater Rate Study
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Activity	B1304 <Generated>	
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.
Other plans and studies		
Other plans and studies		
Procurement	Yes	Q1/Q2
Communications	Yes	Q1/Q2
Information Technology	No	

Gallery

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Town of Orangeville

Capital Projects

Project B1344.4036 Covered Trailer
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
16' enclosed trailer for excavation works & equipment. Includes generator and workbench.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**28,000**	**28,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	28,000	28,000					
	28,000	28,000					
Funding Total	**28,000**	**28,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	4036 Parks Landscape Trailer	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	12	
Approval Status	Approved	
Project Reference		
Activity	B1344 <Generated>	
Strategic Plan	Future-Readiness	Capacity - due diligenge
Other plans and studies	Asset Management Plan	Level of Service - Water - Ability to respond more effectively to watermain breaks
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1344.4036 Covered Trailer
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1346.4036 Valve Turner Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Trailer Mounted Water Valve Exerciser

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**130,000**	**130,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	130,000	130,000					
	130,000	130,000					
Funding Total	**130,000**	**130,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	4036 Parks Landscape Trailer	
Budget Year	2024	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1346 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies	Asset Management Plan	Lifecyle Management
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1346.4036 Valve Turner Replacement
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Q1 - 2024
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1363.0000 Watermain Rehabilitation Program
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The watermain rehabilitation program is to renew watermains for structural improvement to reduce leakage and decrease repair frequencies. The program is based on replacing asbestos concrete watermains and sections with a history of watermain breaks. It includes additions to link dead end mains for water quality improvement.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**217,500**	**217,500**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	217,500	217,500					
	217,500	217,500					
Funding Total	**217,500**	**217,500**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	75	
Approval Status	Approved	
Project Reference		
Activity	B1363 <Generated>	
Strategic Plan	Future-Readiness	
Other plans and studies	Asset Management - Risk Management and Sustainable Infrastructure	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.

Town of Orangeville

Capital Projects

Project B1363.0000 Watermain Rehabilitation Program
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	Yes	Q1/Q2 this is a 10 year program
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1365.3910 Well 10 WTP Clear Well Baffling Curtains
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Description
Project Details
Two-stage primary disinfection is required at Well 10. The first stage is achieved using ultraviolet (UV) light. The second stage is achieved using chlorination and contact time. There is currently insufficient chlorine contact time provided on site at the Well 10 water treatment plant (WTP). The installation of baffling curtains inside the existing 100 m3 capacity clear well at the Well 10 WTP will significantly increase chlorine mixing in the treated water. 100% of the required contact time will be achieved inside the clear well once the baffling curtains are installed. This will reduce the amount of sodium hypochlorite (chlorine) solution required at the Well 10 WTP by approximately 2,000 litres per year.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**198,000**	**198,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	198,000	198,000					
	198,000	198,000					
Funding Total	**198,000**	**198,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	3910 Well 10	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	25	
Approval Status	Approved	
Project Reference		
Activity	B1365 <Generated>	
Strategic Plan	Future-Readiness	
Other plans and studies	Asset Management Plan - Sustainable infrastructre	
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1365.3910 Well 10 WTP Clear Well Baffling Curtains
Department Waterworks
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project	B1408.0000 Water Optimization Study
Department	Waterworks
Version	3 Management Review 1
Year	2024

Description

Project Details

An engineering consultant specializing in hydrogeology and water supply issues will be retained to complete a comprehensive study to review historic well data, current operating conditions and performance at various wells, past rehabilitation works, analyze aquifer performance and longer-term water level trends, etc. The consultant will submit a report(s) making recommendations on how the Town can optimize the overall supply capacity of the production well system and improve the water quality at several well sites.

The study is to evaluate the performance potential, interactions for drilled sources of supply located on Town-owned sites to make recommendation on optimizing known sources, including:

- Potential for additional capacity at specific wells.
- Redistributing water takings to maximize overall supply capacity while minimizing effects on local groundwater resources.
- Opportunities for new water source(s) by investigating locations that have historic drilled wells that are currently not used as a supply source.
- Opportunities for new test well locations.
- Changes to the levels of various parameters of concern in drinking water to see if certain wells require treatment adjustments.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**350,000**	**350,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Water	350,000	350,000					
	350,000	350,000					
Funding Total	**350,000**	**350,000**					

Attributes

Attribute	Value	Comment
Department	Waterworks	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1408 <Generated>	
Strategic Plan	Future-Readiness	
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1408.0000 Water Optimization Study
Department	Waterworks
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	
Communications	No	
Information Technology	No	

Public Works // Wastewater 2024 Operating Budget - 5 Years

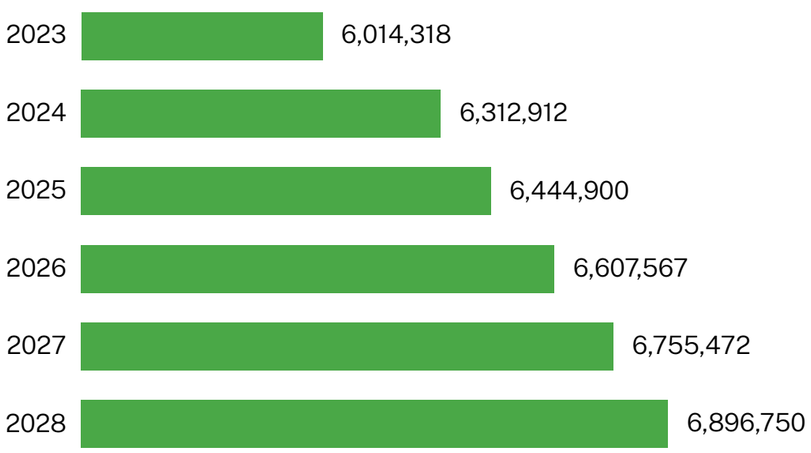
	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Wastewater									
User Fees	(6,275,992)	(6,596,333)	(6,727,267)	(130,934)	2.0%	(6,836,725)	(6,950,992)	(7,094,583)	(7,243,314)
Grants	(295,122)								
Agreement and Lease Revenue	(147,732)	(84,900)	(86,600)	(1,700)	2.0%	(88,300)	(90,100)	(91,900)	(93,700)
Other Revenues	(163,498)								
Sub-total Revenues:	**(6,882,343)**	**(6,681,233)**	**(6,813,867)**	**(132,634)**	**2.0%**	**(6,925,025)**	**(7,041,092)**	**(7,186,483)**	**(7,337,014)**
Compensation	887,029	1,115,803	1,179,798	63,995	5.7%	1,211,449	1,244,105	1,277,801	1,312,519
Insurance	129,532	145,076	183,337	38,261	26.4%	201,670	221,838	244,022	268,423
Credit Valley Conservation Authority	148,596	150,825	153,087	2,262	1.5%	155,384	157,714	160,080	162,481
Property Tax	16,496	35,993	35,993			35,993	35,993	35,993	35,993
Professional Development and Assoc. Fees	9,874	16,840	17,385	545	3.2%	17,430	18,300	18,300	18,300
Office and Administration	7,704	30,230	33,502	3,272	10.8%	33,889	34,292	34,710	35,146
Public Relations, Promotions and Events		200	1,700	1,500	750.0%	1,700	1,700	1,700	1,700
Licences and Support	917	1,035	1,060	25	2.4%	1,060	1,060	1,060	1,060
Service and Lease Agreements	39,499	159,487	206,642	47,155	29.6%	181,784	192,020	214,851	217,784
Safety Equipment and Clothing	2,067	5,300	5,300			5,300	6,550	6,550	6,550
Utilities	450,748	539,163	530,194	(8,969)	(1.7%)	583,213	641,535	705,689	776,258
Fuel	4,156	2,794	4,779	1,985	71.0%	5,257	5,783	6,361	6,997
Materials and Supplies	305,538	263,000	353,000	90,000	34.2%	353,000	353,000	353,000	353,000
Maintenance and Repairs	157,739	93,527	103,023	9,496	10.2%	105,129	107,247	110,868	116,492
Equipment Purchases	64,359	46,000	46,000			47,000	48,000	49,000	50,000
Outside Services	1,605,114	1,395,650	1,473,050	77,400	5.5%	1,463,850	1,487,450	1,503,906	1,525,671
Professional Fees	6,004	169,700	170,500	800	0.5%	195,700	195,900	199,600	199,600
Inter-Departmental Re-Allocations	466,969	527,212	551,699	24,487	4.6%	564,276	566,806	569,600	571,151
Sub-total Expenses:	**4,302,341**	**4,697,835**	**5,050,049**	**352,214**	**7.5%**	**5,163,084**	**5,319,293**	**5,493,091**	**5,659,125**

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Principal Re-payments	727,343	743,364	729,577	(13,787)	(1.9%)	740,337	748,439	749,507	750,630
Interest Expense	576,182	573,119	533,286	(39,833)	(7.0%)	541,479	539,835	512,874	486,995
Debt Service Charges	1,303,525	1,316,483	1,262,863	(53,620)	(4.1%)	1,281,816	1,288,274	1,262,381	1,237,625
Transfers to(from) Reserve	1,276,477	666,915	500,955	(165,960)	(24.9)	480,125	433,525	431,011	440,264
Total Transfers	**1,276,477**	**666,915**	**500,955**	**(165,960)**	**(24.9%)**	**480,125**	**433,525**	**431,011**	**440,264**
Total Wastewater Levy Impact									

Public Works // Wastewater 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Sub-total Expenses:	**4,302,341**	**4,697,835**	**5,050,049**	**352,214**	**7.5%**	**5,163,084**	**5,319,293**	**5,493,091**	**5,659,125**

5 Year Expenses - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
One-Time Items					
Electronic Logbook Integration	35,000	(27,500)			
Credit River Monitoring Data Consolidation	25,000	(25,000)			
Inflationary Impact					
Sewer Billing	(130,934)	(109,458)	(114,267)	(143,591)	(148,731)
Salaries & Benefits	68,292	31,651	32,656	33,696	34,718
Insurance	38,261	18,333	20,168	22,184	24,401
Biosolids Disposals	14,600	14,800	15,100	15,456	15,765
Chemicals costs	90,000				
Utilities	17,959	52,164	57,381	63,119	69,430
Inter-departmental-IT	11,837	12,577			
Debt Service Charges	(53,620)	18,953	6,458	(25,893)	(24,758)
Transfer to(from) Reserve	(198,960)	(20,830)	(46,600)		
Service Level Impact					
Sanitary Manhole Repairs	30,000				
Increase in maintenance and upkeep of WPCP Property	7,000				
Video Advertisements	1,500				
Electronic Logbook Subscriptions	15,000		7,500	20,000	
New Wastewater Vehicle-Lease and Maintenance Costs	17,085				

Individual Drivers not exceeding $10,000 have been excluded

Public Works // Wastewater 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 630 Wastewater										
11788.1060 CF - Inflow and Infiltrtn Stn - WPCP	160,910						170,000			
11803.0000 CF - SCADA Master Plan	150,000									
20362.0000 CF - SCADA Server Replacement	402,163									
20419.1060 CF - Detritor Centre Unit Repl - WPCP	944,744									
21182.1060 CF - Digestor No 2 Refurb - WPCP	4,739,427									
26018.0000 CF - Clarifier 3 Centre Unit	1,420,000									
26019.0000 Mixer # 6 Replacement		17,000					17,000			
26022.1060 Mixer #4 Replacement - WPCP				17,000						
26025.1060 CF - Sump Pump Replacements - WPCP								10,000		
26027.1060 Mixer # 5 Replacement - WPCP				17,000						
26034.1060 CF - Headworks - Pumping Equipment - WPCP	16,000									
26039.0000 CF - Thickening Tank Centre Unit	72,000	448,000								
26040.1060 Sludge Storage Tank Rehabilitation	100,000	500,000								
26042.1060 MLR Pump Replacement Program		37,000		37,000		37,000		17,000		
33701.0000 Sewage Pump Stn - Spare Pump						44,000				
33702.0000 Sewage Pumping Station	47,000							237,000	47,000	
33703.0000 CF - Sanitary Sewer Rehabilitation	294,154									
B0082.0000 Trunk Sewer Capacity Increase							475,000			
B0943.1060 New Plant - Mixers #1, #2 & #3 - Replacements	54,000						54,000			
B0948.1060 Old Plant - Mixers 7,8,9&10 - Replacements		40,000								
B0952.1060 Tertiary Treatment-Travelling Bridge Replacemt					208,000	208,000	208,000			
B0953.1060 Chlorine, Alum and SBS Tank Replacements					122,000					
B1086.1060 Sludge Loading Pump Replacements					116,000					
B1296.1060 Chemical Storage Building Rehabilitation				125,000	780,000					
B1298.1060 Digester 1 Cleanout and Assessment								472,000		
B1314.0000 Flare Stack Replacement			67,000							
B1315.1060 Admin Building Transformer Replacement							300,000			
B1316.1060 Grit Removal System		360,000				1,000,000				
B1317.1060 Aeration Diffuser Piping					42,000					

Public Works // Wastewater 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
B1325.1060 Turbo Blower Replacements									257,000	
B1326.1060 WAS Pump Replacement (Old Plant)									22,000	
B1327.1060 Flo-Dar Unit Replacements							48,000			
B1330.1060 Inlet VFD Replacments				48,000			48,000			
B1362.1060 Skid Steer			135,000							
B1384.0000 Purchase of Sewage Sampler	20,000									
Total Investment in Capital	**8,420,398**	**1,402,000**	**202,000**	**244,000**	**1,268,000**	**1,289,000**	**1,320,000**	**736,000**	**326,000**	
Less: Funding Sources										
Gas Tax - Federal					780,000		300,000	472,000		
Development Charges	20,000						311,453			
Reserves/ Reserve Funds	7,564,398							10,000		
Wastewater Rates	121,000	902,000	202,000	244,000	488,000	1,289,000	708,547	254,000	326,000	
Financing	715,000	500,000								
Total Other Funding Sources	**8,420,398**	**1,402,000**	**202,000**	**244,000**	**1,268,000**	**1,289,000**	**1,320,000**	**736,000**	**326,000**	
Total Wastewater Levy Impact										

Town of Orangeville

Capital Projects

Project 11788.1060 CF - Inflow and Infiltrtn Stn -- Water Pollution Control Plant
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Description

Project Details

Infiltration of groundwater and inflow of stormwater to the Town's sanitary sewer collection system uses capacity in both the sewers that convey sewage to the WPCP and treatment capacity at the WPCP. By reducing infiltration and inflow, additional treatment and conveyance capacity is available that may be allocated to future development. This project will involve retaining professional services to monitor flows and conduct inspections to determine areas where repairs and/or improvements can be made to reduce inflow and infiltration into the sanitary sewer system.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**190,000**	**20,000**					**170,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	170,000						170,000
	170,000						170,000
Development Charges							
From DC RF - Sewer	20,000	20,000					
	20,000	20,000					
Funding Total	**190,000**	**20,000**					**170,000**

Attributes

Attribute	Value	Comment
Department	Wastewater	
Loc.Fleet.Eqpt	0000	
Budget Year	2018	
Priority	High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life		
Approval Status	Approved	
Project Reference		
Activity	11788 CF - Inflow and Infiltrtn Stn	

Town of Orangeville

Capital Projects

Project 11788.1060 CF - Inflow and Infiltrtn Stn -- Water Pollution Control Plant
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		
Procurement	Yes	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project 26040.1060 Sludge Storage Tank Rehabilitation
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The fibreglass roof at sludge storage tank at the Water Pollution Control Plant is starting to show damage and will need to be repaired. This work will involve cleaning out the sludge storage tank, assessing the condition of the tank and roof, retaining a contractor to complete the repairs.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**600,000**	**100,000**	**500,000**				
Funding							
External Financing							
Financing - External	600,000	100,000	500,000				
	600,000	100,000	500,000				
Funding Total	**600,000**	**100,000**	**500,000**				

Attributes

Attribute	Value	Comment
Department	Wastewater	
Loc.Fleet.Eqpt	1060 Water Pollution Control Plant	
Budget Year	2023	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Rehabilitation	
Service Life	50 Years	
Approval Status	Approved	
Project Reference		
Activity	B1091 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project 26040.1060 Sludge Storage Tank Rehabilitation
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project	33702.0000 Sewage Pumping Station - Pumpi --
Department	Wastewater
Version	3 Management Review 1
Year	2024

Description

Project Details

Sewage is first collected into a sewage wet well at the pump station, then pumped into the sanitary sewer. This process requires pumps, piping, valves (isolation and check) and flow meters. All parts of this process need to be replaced after a number of years of service due to the harsh environment that they are in and the product that they transfer. If any of the equipment fails, then the pump station would not be operational. Emergency measures would need to take place to keep the sewage from backing up into basements/buildings or from spilling into the natural environment. All components at the sewage pumping stations date back to construction of the facility and are reaching the end of their useful life.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**331,000**	**47,000**					**284,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	331,000	47,000					284,000
	331,000	47,000					284,000
Funding Total	**331,000**	**47,000**					**284,000**

Attributes

Attribute	Value	Comment
Department	Wastewater	
Loc.Fleet.Eqpt	0000	
Budget Year	2022	
Priority	Medium-High	
Status	New Capital Project	
Project Type	Replacement	
Service Life	15	
Approval Status	Approved	
Project Reference		
Activity	B1240 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	33702.0000 Sewage Pumping Station - Pumpi --
Department	Wastewater
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Gallery

Buena Vista Sewage Pump Station



Town of Orangeville

Capital Projects

Project	B0943.1060 New Plant - Mixers #1, #2 & #3 - Replacements
Department	Wastewater
Version	3 Management Review 1
Year	2024

Description

Project Details

Two mixers are installed in each denitrification tank at the Water Pollution Control Plant. Each mixer has a useful life of approximately 5 years. Mixers #1, #2, and #3 were installed in 2018 and will therefore need to be replaced.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**108,000**	**54,000**					**54,000**
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	108,000	54,000					54,000
	108,000	54,000					54,000
Funding Total	**108,000**	**54,000**					**54,000**

Attributes

Attribute	Value	Comment
Department	Wastewater	
Loc.Fleet.Eqpt	1060 Water Pollution Control Plant	
Budget Year	2023	
Priority	Medium-Low	
Status	New Capital Project	
Project Type	Replacement	
Service Life	5 Years	
Approval Status	Approved	
Project Reference		
Activity	B0943 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B0943.1060 New Plant - Mixers #1, #2 & #3 - Replacements
Department	Wastewater
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Town of Orangeville

Capital Projects

Project B1384.0000 Purchase of Sewage Sampler & Associated Works
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The project includes the purchase of one new sewage sampler for the purpose of testing discharge from targeted areas to ensure compliance with the sewer use bylaw. This project also includes the preparation of the area by constructing a concrete pad and placing a enclosure to protect and secure the sampler. The Town currently has 2 samplers that are used at 2 locations for sampling. The new purchase will be used at a specific facility and will remain at that location.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**20,000**	**20,000**					
Funding							
Transfers from Reserve/Reserve							
Trf from RF - Wastewater	20,000	20,000					
	20,000	20,000					
Funding Total	**20,000**	**20,000**					

Attributes

Attribute	Value	Comment
Department	Wastewater	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	Very High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 yrs	
Approval Status	Approved	
Project Reference		
Activity	B1384 <Generated>	
Strategic Plan	Future-Readiness	Due diligence
Other plans and studies		
Other plans and studies		

Town of Orangeville

Capital Projects

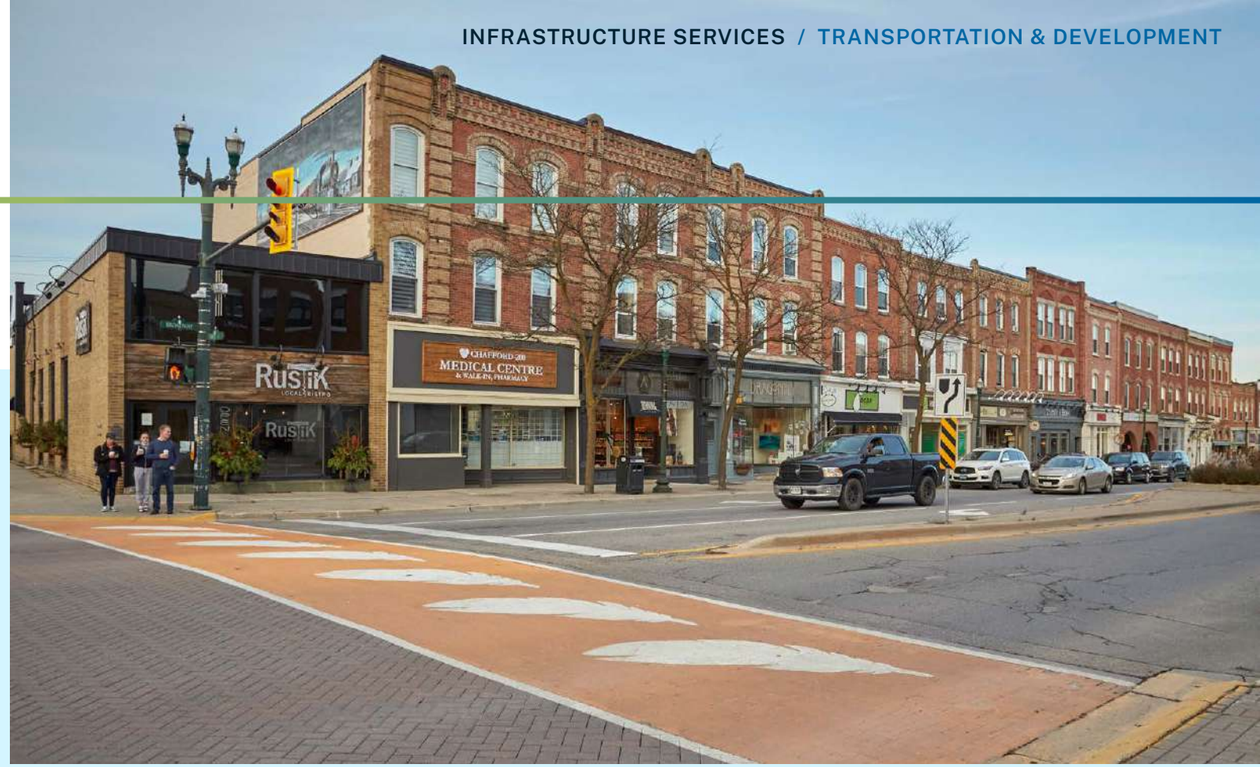
Project B1384.0000 Purchase of Sewage Sampler & Associated Works
Department Wastewater
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Procurement	No	
Communications	No	
Information Technology	No	

Transportation & Development

TONY DULISSE, TRANSPORTATION & DEVELOPMENT MANAGER



Infrastructure plays a significant role in our daily lives. With a focus on providing quality infrastructure services:

The Transportation and Development Division plans and administers the Town's Transportation Network including traffic management, pedestrian crossing facilities, traffic signals, traffic planning, corridor management and permitting, transit, and other active transportation networks. T&D also provides engineering review and inspection services for new developments from infill construction to subdivision development.

The Transportation & Development division also implements and oversees climate change and sustainability initiatives as outlined in the Sustainable Neighborhood Action Plan and Corporate Climate Change Adaptation Plan. Some of these initiatives include greenhouse gas emission inventories and targets, managing the risk of flooding and erosion, and tree preservation and community tree planting programs. Also included are exploring renewable energy options for transit buses, and reporting on the progress of the Sustainable Neighborhood Action Plan and Corporate Climate Change Adaptation Plan.

The capital program is a diverse one. Initiatives include our road reconstruction and rehabilitation programs. Most importantly this work is coordinated with the newly structured Infrastructure Services Department, Public Works Division, and Capital Works Division. These come together to effectively and efficiently plan, reconstruct, and rehabilitate our roadway assets including upgrades to our underground watermain and sanitary sewer services.

Transportation & Development manage and administer the Town's Cemetery including planning for growth and expansion.

One of the key components of the division is the management of the Town's growing transit system. Orangeville Transit consists of several key staff members that, among other responsibilities, includes the management of a fleet of four thirty-foot buses and three on demand transit buses that will be put into service in 2024. Soon, transit will be updating routes to include an On-Demand component that would see the coverage of transit expand to approximately 100% of the residents of Orangeville.

Some of the highlights of the past 12 months:

- Completion of Transit Hub at 30 Centre Street.
- Successful initiation of the "fare free transit initiative".
- Completion of the reconstruction of Centennial Road.
- Completion of the Hansen Boulevard Creek Crossing structure for the extension of Hansen Blvd.
- Continuing Council's initiative to ensure Emergency Preparedness with the inclusion of "parking prohibitions" on one side of the streets throughout the Municipality.
- Continuing with the development of the Urban Forestry Program and the planting of trees to reach municipal targets of canopy cover.
- Introduction of Climate Change initiatives, targets and measures.
- Addition of 6 new electrical vehicle charging stations.
- Various studies including Bridge and Culvert Inspection Report, Traffic Sign Retro Reflectivity Inventory, and the annual inspections of sidewalks and traffic control signals.

Staff continue to work with Wightman Telecom as they invest $56 million in home cabling infrastructure for the Town of Orangeville. Staff provide plan reviews, corridor management approvals, underground servicing locates, and a running line location for their cables.

Staff continue to administer and manage a number of multi-year programs. These include the emerald ash bore program, acoustic noise fence replacement, traffic signal upgrades, and street light pole/luminaire replacements.

Considerable staff time is spent coordinating and reviewing development applications. These include smaller site plans, larger more complex subdivision/condominium developments, and Committee of Adjustment Applications. Transportation and Development views this as a very important exercise to ensure that no matter what size a development is, it is fully integrated into the existing infrastructure fabric. This guarantees technical soundness and cost-effective growth. Equally important is the construction phases where staff time is spent field checking and carrying out contract administration services relating to the various developments.

Transportation & Development 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Transit									
User Fees	(139,976)	(24,000)	(24,000)			(203,100)	(212,000)	(221,400)	(231,271)
Other Revenues		(33,312)	(33,312)			(33,312)	(33,312)	(33,312)	(33,312)
Sub-total Revenues:	**(139,976)**	**(57,312)**	**(57,312)**			**(236,412)**	**(245,312)**	**(254,712)**	**(264,583)**
Compensation	51,781	54,209	43,771	(10,438)	(19.3%)	45,012	46,289	47,607	48,966
Insurance	7,853	8,796	8,137	(659)	(7.5%)	8,950	9,845	10,830	11,913
Office and Administration	2,243	4,700	4,950	250	5.3%	4,950	4,950	4,950	4,950
Public Relations, Promotions and Events		2,500	2,500			2,500	2,500	2,500	2,500
Licences and Support	2,535	84,340	87,350	3,010	3.6%	87,360	87,370	87,380	87,890
Service and Lease Agreements		166,192	77,752	(88,440)	(53.2%)	79,307	80,895	82,511	84,163
Materials and Supplies		1,500	3,000	1,500	100.0%	3,000	3,000	3,000	3,000
Maintenance and Repairs	194,104	139,250	152,014	12,764	9.2%	159,140	166,268	173,648	181,160
Outside Services	873,752	731,300	803,000	71,700	9.8%	821,390	839,882	858,478	877,182
Inter-Departmental Re-Allocations	24,227	430		(430)	(100.0%)				
Sub-total Expenses:	**1,156,495**	**1,193,217**	**1,182,474**	**(10,743)**	**(0.9%)**	**1,211,609**	**1,240,999**	**1,270,904**	**1,301,724**
Transfers to(from) Reserve	(340,631)	(299,290)	(305,276)	(5,986)	2.0%	(311,382)	(317,610)	(323,962)	(330,441)
Total Transfers	**(340,631)**	**(299,290)**	**(305,276)**	**(5,986)**	**2.0%**	**(311,382)**	**(317,610)**	**(323,962)**	**(330,441)**
Total Transportation & Development Levy Impact	**675,888**	**836,615**	**819,886**	**(16,729)**	**(2.0%)**	**663,815**	**678,077**	**692,230**	**706,700**

Transportation & Development 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Total Transportation & Development Levy Impact	**675,888**	**836,615**	**819,886**	**(16,729)**	**(2.0%)**	**663,815**	**678,077**	**692,230**	**706,700**

5 Year Levy Impact - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	2028
Net Change Levy Impact	(16,729)	(156,071)	14,262	14,153	14,470
Reallocation					
GM & EA Compensation Reallocation	(11,593)				
Previously Endorsed					
Lease and Maintenance Costs - Enterprise	(16,845)				
Operating Impact of Capital					
Maintenance costs for Restroom facilities at Transfer Point	10,000				
Inflationary Impact					
Outside Services	15,000	15,000	15,000	15,000	15,000
Service Level Changes					
Increase in Revenue (Fare Free Transit pilot ends December 2024)		(179,100)			

Individual Drivers not exceeding $10,000 have been excluded

Transportation & Development 2024 Capital Budget - 10 Years

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
20 Capital Fund										
Division: 480 Transit										
35000.0000 CF-9.0 Meter Low Floor Buses	133,350									
35002.0000 CF-Transit Shelters and Bus Stop	47,414									
35003.0000 CF-Transit Security Camera	12,387									
35006.0000 CF-On-Demand Transit	71,000									
B1223.0000 Specialized Transit		312,344								
B1225.1050 Replacement of Bus 16-02		525,000								
B1341.0000 Bus Stop Equipment and Kiosks	30,000									
B1372.0000 Replacement of 2018, 30 foot bus				525,000						
B1373.0000 Replacement of 2019 30 ft bus					550,000					
B1374.0000 Purchase of Rest Room Facilities for Operators at New Transfer Point	35,000									
Total Investment in Capital	**329,151**	**837,344**		**525,000**	**550,000**					
Less: Funding Sources										
Reserves/ Reserve Funds	264,151	45,000								
Grant		229,042								
Other		25,000		25,000	25,000					
Total Other Funding Sources	**264,151**	**299,042**		**25,000**	**25,000**					
Total Transportation & Development Levy Impact	**65,000**	**538,302**		**500,000**	**525,000**					

Town of Orangeville

Capital Projects

Project B1341.0000 Bus Stop Equipment and Kiosks
Department Transit
Version 3 Management Review 1 **Year** 2024

Description

Project Details

The equipment/kiosks that are installed either at bus stops or indoor hubs allow for an efficient way to interact with customers. Bus stop equipment can indicate when the next bus is approaching and kiosks can allow passengers to book rides.

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**30,000**	**30,000**					
Funding							
Tax Levy							
Trf from Levy	30,000	30,000					
	30,000	30,000					
Funding Total	**30,000**	**30,000**					

Attributes

Attribute	Value	Comment
Department	Transit	
Loc.Fleet.Eqpt	0000	
Budget Year	2023	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10	
Approval Status	Approved	
Project Reference		
Activity	B1341 <Generated>	
Strategic Plan	Future-Readiness	The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking and well preparedness.
Other plans and studies		

Town of Orangeville

Capital Projects

Project B1341.0000 Bus Stop Equipment and Kiosks
Department Transit
Version 3 Management Review 1 **Year** 2024

Attributes

Attribute	Value	Comment
Other plans and studies		
Procurement	No	Q2/Q3
Communications	Yes	Q2/Q3
Information Technology	No	

Town of Orangeville

Capital Projects

Project	B1374.0000 Purchase of Rest Room Facilities for Operators at New Transfer Point
Department	Transit
Version	3 Management Review 1
Year	2024

Description

Project Details

This project involves the purchase and installation of a mobile Odorless Antibacterial Washroom that will be used exclusively by our transit operators and will be stationed at the new Transfer Station at 30 Centre Street. The bus operators will have key to secure the facility for their use and allow passengers to use it at their discretion and on an emergency basis.

https://niutoilet.com/product/t-box-permanent-smart-toilet/

Budget

	Total	2024	2025	2026	2027	2028	2029-2033
Expenditures	**35,000**	**35,000**					
Funding							
Tax Levy							
Trf from Levy	35,000	35,000					
	35,000	35,000					
Funding Total	**35,000**	**35,000**					

Attributes

Attribute	Value	Comment
Department	Transit	
Loc.Fleet.Eqpt	0000	
Budget Year	2024	
Priority	High	
Status	New Capital Project	
Project Type	New Acquisition	
Service Life	10 yrs	
Approval Status	Approved	
Project Reference		
Activity	B1374 <Generated>	
Strategic Plan	Future-Readiness	Ensure infrastructure facilities desired development.
Other plans and studies	Transit Optimization Study	
Other plans and studies		

Town of Orangeville

Capital Projects

Project	B1374.0000 Purchase of Rest Room Facilities for Operators at New Transfer Point
Department	Transit
Version	3 Management Review 1
Year	2024

Attributes

Attribute	Value	Comment
Procurement	Yes	Quarter 2-2024
Communications	Yes	Q1/Q2
Information Technology	No	

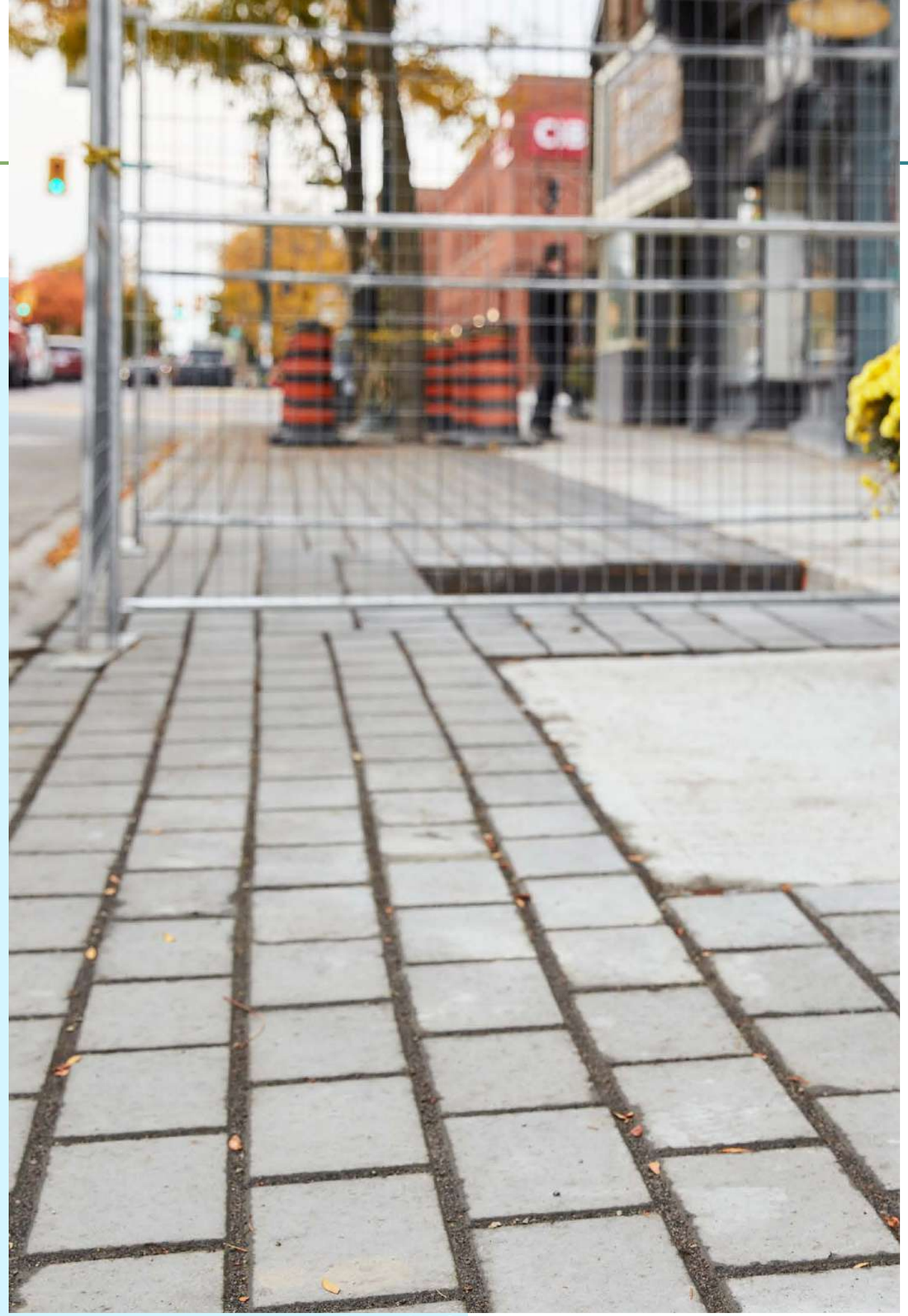
Building

BRUCE EWALD, CHIEF BUILDING OFFICIAL

The mission of the Building Department is to contribute to Orangeville's economic development and protect the lives and safety of Orangeville's citizens and its visitors. This is done by providing timely and professional plan reviews and inspection services to ensure buildings and projects are built and developed in compliance with the Ontario Building Code and all applicable municipal requirements.

We achieve these goals by ensuring that our inspectors have the required legal and technical knowledge for their area of practice. Inspectors are required to pass 16 technical and legal examinations as well as maintain their certification through mandatory continuing professional development.

We are a self-funded department covering our costs through the collection of annual Building Permit Fees and the use of a reserve fund in the event of a decline in revenue. The building sector is a key driver in Orangeville's economy with construction values in 2022 of $52,446,306 and construction values at the end of the 3rd quarter in 2023 of $55,178,111. The increase in construction value for 2023 is due in large part to the issuance of the Avalon Long Term Care facility with a construction value of about $35,000,000.



The Building Department has committed to a digital-first strategy to modernize and improve the services it provides to Orangeville. We are committed to implementing a new digital platform which will modernize the Building Department and also may be used across numerous Municipal Departments such as Planning and Bylaw. Stakeholders in the building industry have identified service needs, including a digital program with increased functionalities such as municipal electronic permitting and mobile inspection systems. The goal in implementing a strong and modernized digitally based suite of building resources would be to improve front-line service delivery. This is done by supporting municipal efforts to reduce building permit approval timelines, eliminate redundancies in the inspection process, and to create a more paperless environment within the department. My team has also started a permit fee review process, which we hope to introduce in early 2024.

By the numbers

Who We Serve

31,000
residents

9,851
property owners

Developers and Contractors

How We Measure

Permits issued: 156

Inspections: 887

Construction Values: $55,178,111.27

Revenue: $293,187.50

As at September 30, 2023

Who We Are

Manager, Building: 1

Inspectors: 2

Administrative Assistant: 0.5

Accomplishments

Maintaining a high level of service by ensuring timely reviews of submitted permit applications. We have received numerous compliments from developers and contractors regarding the timelines we have maintained for the review/issuance of permits as well as the completion of required inspections. We hope to improve our service levels through the implementation of electronic field inspection reports, permit submissions and plans review. We are also undertaking a permit fee review and hope to have these new fees introduced early in 2024.

What We Do

As part of the Infrastructure Services Department, the Building Division assists the general public, developers, and contractors with all building code inquiries. This includes issuing building permits (building, plumbing, demolition, pool enclosures, change of use) required to construct, renovate and/or alter existing or new buildings and structures. They also conduct all building and plumbing inspections.

Assist the Bylaw Department on Property Standards issues of a structural nature.

Enforcement of the Ontario Building Code Act.



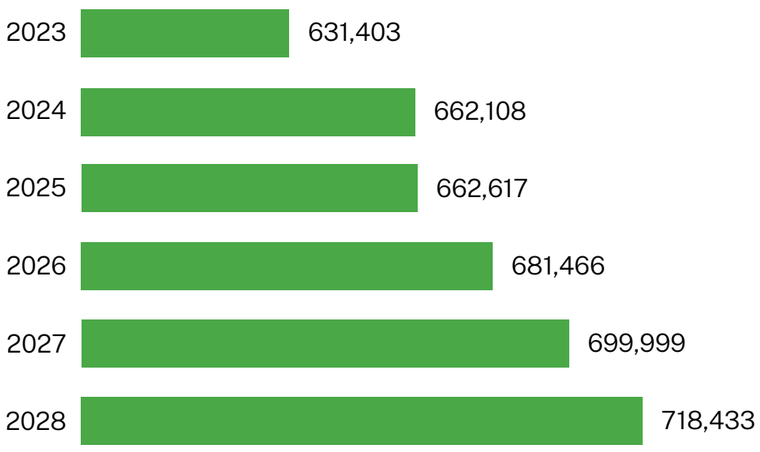
Building 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Building									
User Fees		(200)	(200)			(200)	(200)	(200)	(200)
Licences and Permits	(378,025)	(528,900)	(448,900)	80,000	(15.1%)	(503,900)	(558,900)	(583,900)	(598,900)
Sub-total Revenues:	**(378,025)**	**(529,100)**	**(449,100)**	**80,000**	**(15.1%)**	**(504,100)**	**(559,100)**	**(584,100)**	**(599,100)**
Compensation	394,157	501,717	515,314	13,597	2.7%	529,777	544,677	560,034	575,852
Insurance	13,626	15,261	18,538	3,277	21.5%	20,391	22,431	24,675	27,143
Professional Development and Assoc. Fees	2,458	6,500	5,800	(700)	(10.8%)	5,800	5,800	5,800	5,800
Office and Administration	5,593	7,975	12,905	4,930	61.8%	8,105	8,105	8,105	8,105
Licences and Support		270	275	5	1.9%	275	275	275	275
Service and Lease Agreements	10,638	30,228	19,872	(10,356)	(34.3%)	20,268	20,673	21,087	21,510
Programs		1,000	1,000			1,000	1,000	1,000	1,000
Safety Equipment and Clothing	176	1,400	1,425	25	1.8%	1,425	1,425	1,425	1,425
Fuel	664	350	764	414	118.3%	840	924	1,016	1,118
Maintenance and Repairs	5,660	12,007	31,488	19,481	162.2%	19,976	21,364	21,758	22,155
Professional Fees	304	500	500			500	500	500	500
Inter-Departmental Re-Allocations	53,899	54,195	54,227	32	0.1%	54,260	54,292	54,324	53,550
Sub-total Expenses:	**487,175**	**631,403**	**662,108**	**30,705**	**4.9%**	**662,617**	**681,466**	**699,999**	**718,433**
Transfers to(from) Reserve	(109,151)	(102,303)	(213,008)	(110,705)	108.2%	(158,517)	(122,366)	(115,899)	(119,333)
Total Transfers	**(109,151)**	**(102,303)**	**(213,008)**	**(110,705)**	**108.2%**	**(158,517)**	**(122,366)**	**(115,899)**	**(119,333)**
Total Building Levy Impact									

Building 2024 Operating Budget - 5 Years

	2022 Actuals	2023 Approved Budget	2024 Proposed Budget	2024 $ Change	2024 % Change	2025 Proposed Budget	2026 Proposed Budget	2027 Proposed Budget	2028 Proposed Budget
Sub-total Expenses	**487,175**	**631,403**	**662,108**	**30,705**	**4.9%**	**662,617**	**681,466**	**699,999**	**718,433**

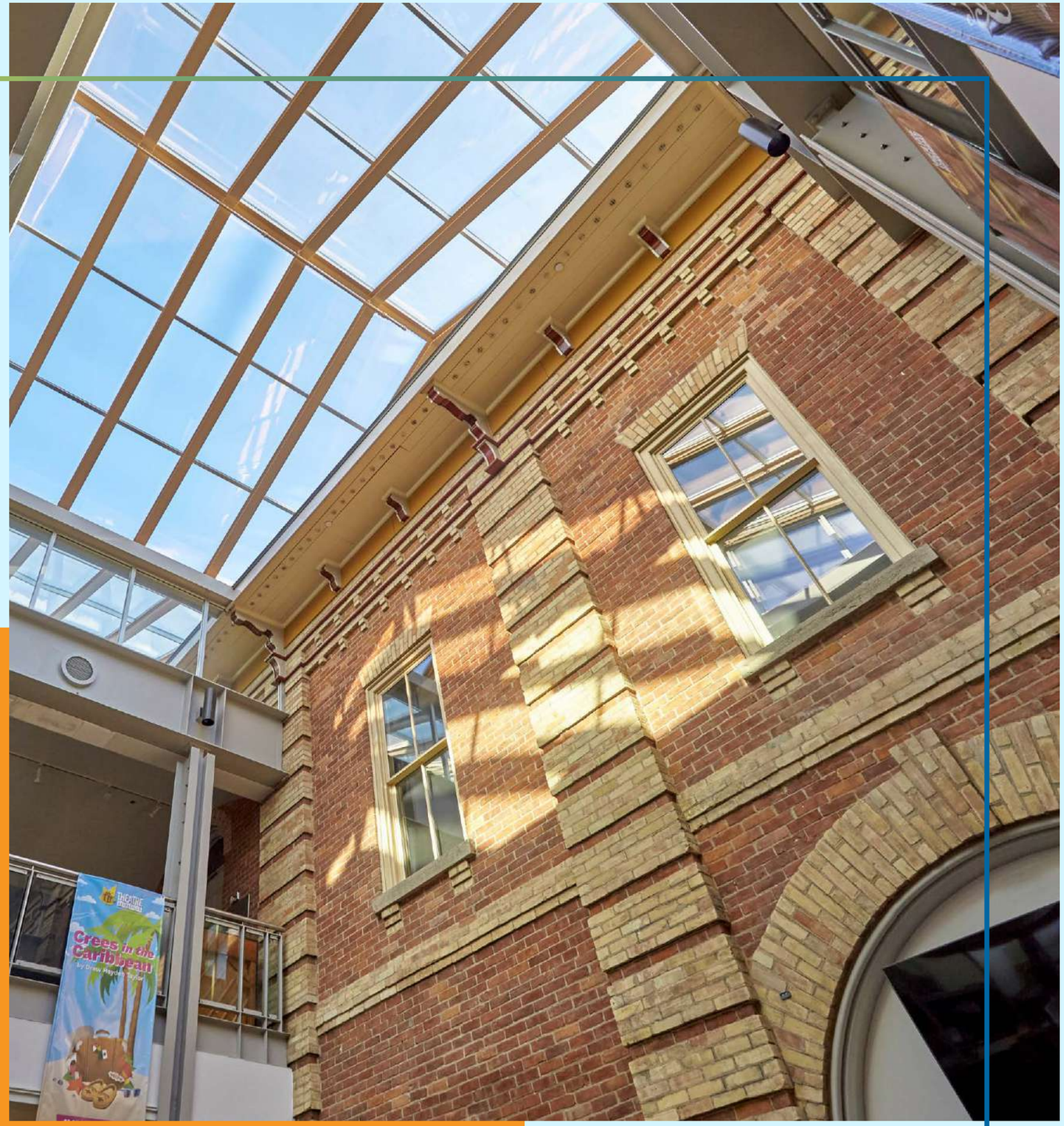
5 Year Expenses - Operating



Material Drivers 2024-2028

	2024	2025	2026	2027	
One-Time Items					
Equipment related to launch of City Works - iPads, Computer Screens	4,800	(4,800)			
Access to Land Manager during transition to City Works	11,300	(11,750)			
Inflationary Impact					
Building Permit Revenue	80,000	(55,000)	(55,000)	(25,000)	(15,000)
Salaries & Benefits	13,597	14,463	14,900	15,357	15,818
Transfer to(from) Reserve	(141,740)	54,491	36,151	6,467	(3,434)

Individual Drivers not exceeding $10,000 have been excluded



10 Debt Overview

Debt Overview

Debt is one of several capital financing tools available to municipalities. When used responsibly, it can be a valuable tool to help finance long-term capital needs. Municipalities are encouraged to consider all the tools at their discretion to generate a balanced approach to financing capital expenditures. Ontario's regulatory framework for municipal borrowing helps municipalities to use debt responsibly while regulating their overall ability to borrow. Rules include that municipalities can only incur long-term debt for capital projects. They must balance their budgets in accordance with legislation and cannot borrow money over the long term to fund current operating expenses. However, a municipality may temporarily borrow money to pay for operating expenses while they are waiting to receive taxes and other revenues for the year. This framework assists municipalities by maintaining their long-term financial health while providing on-going public services.

The Annual Repayment Limit (ARL) may be summarized as the maximum allowable amount that a municipality can pay in **principal and interest payments** in a fiscal year. The ARL calculation is prescribed by Ontario Regulation 403/02 (Debt and Financial Obligation Limits) under the Municipal Act, 2001. The formula for calculating the ARL is based on the principle that annual payments relating to debt and financial obligations should not total more than 25% of own-source revenues of the municipality. Own-source revenues principally exclude revenues related to transfer payments from senior governments, revenues from other municipalities and reserve contributions. A listing of the significant revenue sources excluded from the formula is as follows:

- Grants from the Government of Ontario or Canada or other municipalities.
- Revenue received under agreement with the Government of Ontario, to repay principal and interest of long-term debt or meet the municipality's financial obligations.
- Revenue received from the sale of land.
- Contributions from a reserve, reserve fund or capital fund.
- Revenue from another municipality or school board in respect of borrowing by the municipality for exclusive purposes of the other municipality or school board.

The ARL for the Town of Orangeville as of January 1, 2023, is **$11,942,718**.

Ontario

Ministry of Municipal Affairs and Housing
777 Bay Street,
Toronto, Ontario M5G 2E5

Ministère des affaires municipales et du logement
777 rue Bay,
Toronto (Ontario) M5G 2E5

2023 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	**43401**	
MUNID:	**22014**	
MUNICIPALITY:	**Orangeville T**	
UPPER TIER:	**Dufferin Co**	
REPAYMENT LIMIT:		**$ 11,942,718**

The repayment limit has been calculated based on data contained in the 2021 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2021 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2023

A summary of the Town's Long-term Debt Schedule is listed in **Table Debt 1.0**. This table provides projected opening balance for existing debts, projected new debts issued, projected annual principal and interest charges and projected closing balance for the Town.

The projected principal and interest payments over the 10-year horizon continue to trend below the $11.9M ARL threshold. As the Town continues to refine its strategic guidance documents in the new term of Council, debt financing will become an integral part of its overall sustainable financial planning. Staff will be working on a debt management strategy as a component of a larger long-term financial strategy for the Town. Debt, if managed appropriately, is an equitable source of financing for long-term capital assets like roads, water, and wastewater networks. Debt financing allows for spreading out the cost of these assets over their useful lives and allows infrastructure costs to be paid not just by today's taxpayer, but by future users as well. **Table Debt 2.0** and **Debt 3.0** represent existing and new debts respectively for the 10-year horizon starting in 2024.

Table Debt 1.0: Summary of Projected Debt - 10 Year

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Budgeted Opening Balance	**(24,956,533)**	**(40,689,482)**	**(55,033,559)**	**(54,891,129)**	**(58,329,575)**	**(55,801,139)**	**(53,318,988)**	**(50,764,200)**	**(48,984,707)**	**(47,152,506)**
New Financing	(18,821,335)	(17,848,000)	(2,880,400)	(5,800,000)						
Budgeted Debt Principal Payments	3,088,386	3,503,633	3,004,773	2,361,554	2,528,105	2,482,150	2,554,788	1,779,493	1,832,201	1,887,761
Budgeted Debt Interest Payments	1,132,794	1,946,318	2,704,229	2,734,233	2,917,739	2,803,553	2,689,177	2,590,259	2,512,231	2,429,741
Total Debt Service Charges	**4,221,180**	**5,449,951**	**5,709,002**	**5,095,787**	**5,445,844**	**5,285,703**	**5,243,965**	**4,369,752**	**4,344,432**	**4,317,502**
Receipts from BIA	(89,812)	(90,115)	(90,115)	(90,115)	(90,115)	(48,592)	(33,030)	(33,030)	(33,030)	
Net Town's Debt Service Charge	**4,131,368**	**5,359,836**	**5,618,887**	**5,005,672**	**5,355,729**	**5,237,111**	**5,210,935**	**4,336,722**	**4,311,402**	**4,317,502**
Budgeted Ending Balance	**(40,689,482)**	**(55,033,849)**	**(54,909,186)**	**(58,329,575)**	**(55,801,470)**	**(53,318,989)**	**(50,764,200)**	**(48,984,707)**	**(47,152,506)**	**(45,264,745)**

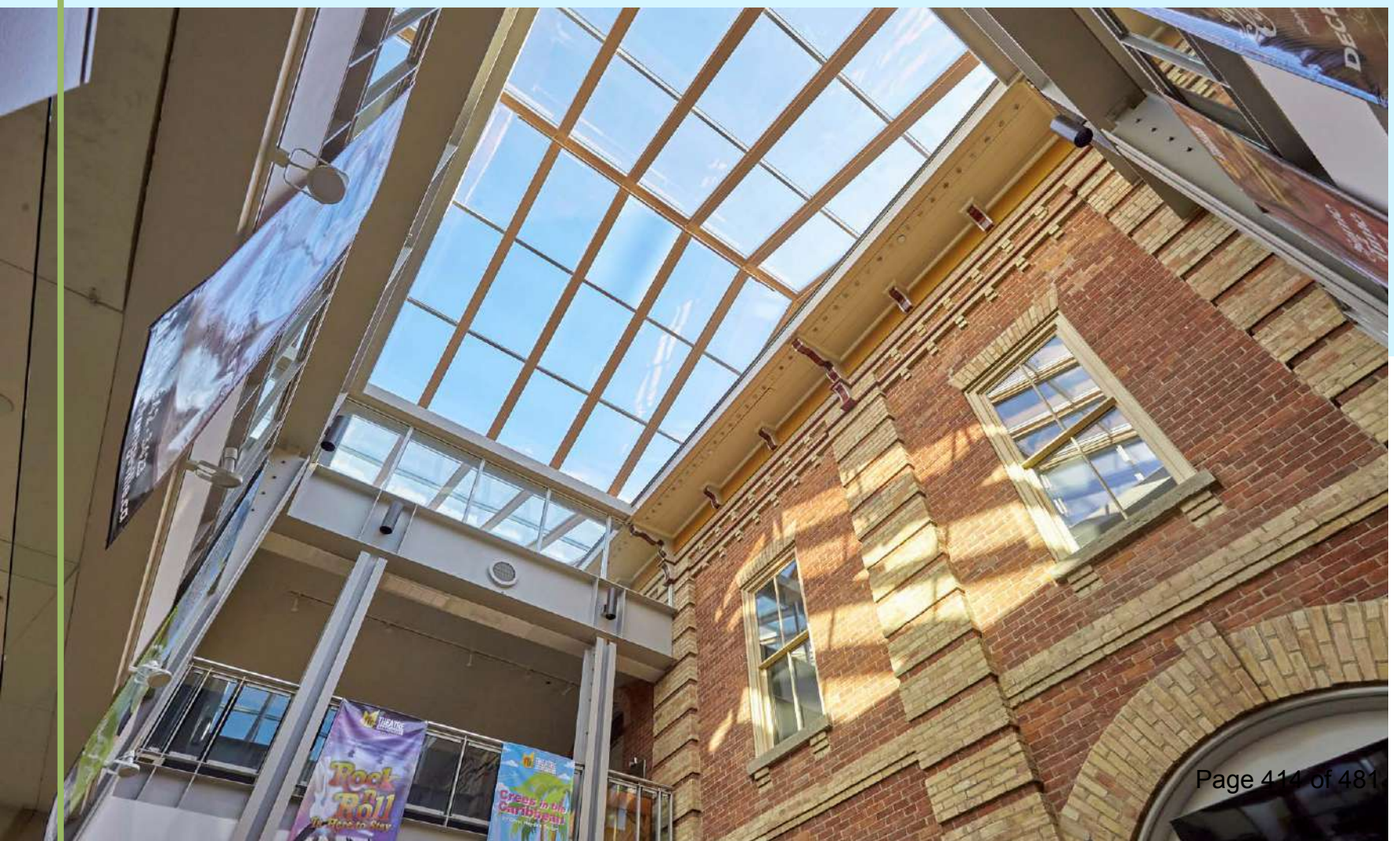
Table Debt 2.0: Summary of Projected Debt - 10 Year

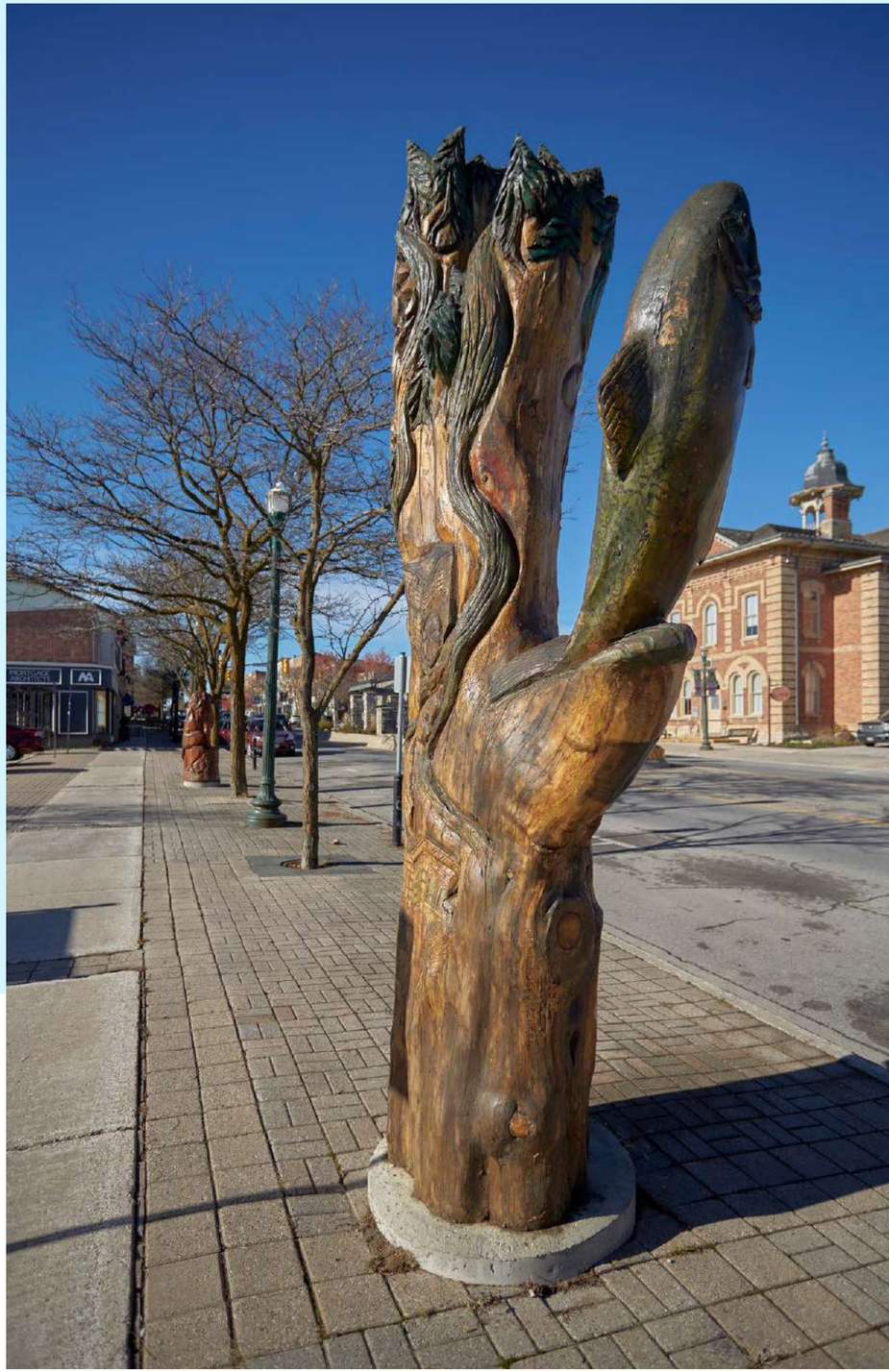
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Budgeted Opening Balance										
00572 Debt - Alder St Rec Ctr	(836,117)	(424,945)								
00573 Debt - Humber College Lands	(437,595)	(245,521)	(49,634)							
00574 Debt - Police Station	(519,597)	(293,178)	(59,316)							
00575 Debt - Westdale Improvement Are	(777,226)	(519,397)	(252,441)							
00576 Debt - Transportation Projects	(961,296)	(652,231)	(332,048)							
00577 Debt - 120 Diane Dr	(432,229)	(351,952)	(268,689)	(182,406)	(92,890)					
00580 Debt - BIA 89 Broadway	(261,994)	(215,907)	(168,194)	(118,917)	(68,029)	(15,467)				
00581 Debt - 29 First Ave	(99,652)	(90,859)	(82,066)	(73,273)	(64,480)	(55,687)	(46,894)	(38,101)	(29,308)	(20,515)
00582 Debt - BIA 82 Broadway	(464,293)	(438,251)	(410,748)	(381,952)	(351,739)	(320,091)	(286,914)	(251,982)	(215,345)	(176,969)
00584 Debt - Real Term Energy Corp -	(355,317)	(227,348)	(85,374)							
00586 Debt - WPCP Expansion	(14,910,537)	(14,183,194)	(13,455,851)	(12,728,508)	(12,001,165)	(11,273,822)	(10,546,479)	(9,819,136)	(9,091,793)	(8,364,450)
00590 Debt - Pumper/Tanker Truck	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)	(116,978)
00591 Debt - Police Severance	(5,000,000)	(4,388,068)	(3,744,829)	(3,068,680)	(2,357,938)	(1,610,833)	(825,505)			
00679 Debt -For Budget Purposes Only	216,297	(18,541,654)	(36,007,392)	(38,220,415)	(43,276,356)	(42,408,262)	(41,496,219)	(40,538,006)	(39,531,286)	(38,473,597)
Total Budgeted Opening Balance	**(24,956,534)**	**(40,689,483)**	**(55,033,560)**	**(54,891,129)**	**(58,329,575)**	**(55,801,140)**	**(53,318,989)**	**(50,764,203)**	**(48,984,710)**	**(47,152,509)**

Table Debt 3.0: New Debt as of Jan 1, 2024 / Projected New Debts by Project

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Financing										
340 Parks										
24060.2560 CF - Rotary Park Redevelopment	1,000,000									
380 Facilities										
B0965.1200 Alder Parking Lot Asphalt Replacement		1,750,000								
B1163.1210 Tony Rose Facility Upgrades			2,000,000							
440 Fire										
21009.4206 Rplcmnt of Fire Dept Ladder Truck	550,000									
21104.0000 CF - Fire Station	10,580,235	8,500,000								
460 Public Works										
31116.0000 CF - Recon Church St	649,200									
31119.0000 CF - Recon - Victoria St - Ont to J	874,000									
31120.0000 CF - Recon - Ontario St. Vic to Pri	376,000									
31121.0000 CF - Recon - Cardwell St, Princess to Townline	689,000									
31123.0000 CF - Recon - Dufferin St, John to Ontario		1,752,000								
B1278.0000 Reconstruction of Dufferin Street			880,400							
620 Water										
33099.0000 CF - Well Treatment - GUDI Upg	3,387,900									
B0078.0000 Well 6 and 11 Treatment Analysis		1,556,000								
B0925.0000 Elevated Water Storage Facility				5,800,000						
B0927.0000 Well 9A & 9B Treatment Upgrades		2,750,000								
B1293.0000 Watermain and Valve Replacement		1,040,000								
630 Wastewater										
20419.1060 CF - Detritor Centre Unit Repl - WPCP	615,000									
26040.1060 Sludge Storage Tank Rehabilitation	100,000	500,000								
Total Financing	**18,821,335**	**17,848,000**	**2,880,400**	**5,800,000**						

11 Reserves Overview





Reserves Overview

Council establishes Reserves and Reserve Funds to assist with long term financial stability and financial planning. By maintaining reserves, the Town can accumulate funds for future or contingent liabilities – a key component of sound long-term financial planning practices. They also provide a cushion to absorb unexpected shifts in revenues and expenditures, fund one-time expenditure requirements, and minimize fluctuations in taxes caused by cyclical conditions. Credit rating agencies consider municipalities with higher reserves to be more advanced in their financial planning. Reserves are allocated at the discretion of Council, often as part of an overall strategy for funding programs or projects; Reserve Funds are segregated and restricted for a specific purpose. In a municipality, a distinction is further made between Obligatory and Discretionary reserve funds.

Reserves are an allocation of accumulated net revenue. They are not associated with any specific asset. A reserve is generally used to mitigate the impact of fluctuations in operating costs and revenues. Reserves do not earn interest. Examples of reserves currently used to mitigate budgetary fluctuations include Reserve for Winter Control, Reserve for Rate Stabilization, and the Reserve for General Insurance.

Reserve Funds are segregated and restricted to meet a specific purpose. They represent monies set aside either by a by-law of the municipality or through provincial legislation. Interest earned on reserve funds must be allocated to the specific reserve fund that earned it. Reserve Funds are further segregated as follows:

Obligatory Reserve Funds are created whenever a provincial statute requires revenue received for special purposes to be segregated from the general revenues of the municipality. Obligatory reserve funds can only be used for their prescribed purpose. Examples include Development Charges, Building Permit, Canada Community Building Fund (CCBF), Provincial Gas Tax and Payment-in-Lieu of Parkland.

Discretionary Reserve Funds are established, based on Council direction, to finance future expenditures for which the Town has the authority to spend money or to provide for a specific contingent liability. Several Discretionary Reserve Funds have been established to assist in funding long term programs. Some of these Discretionary Reserve Funds established for the Town include General Capital, Fleet and Equipment, Information Systems and Parks and Recreation. Some asset categories will have both Obligatory Reserve Funds (DCs) and Discretionary Reserve Funds (ex. Water and Wastewater).

The effective use and management of reserves and reserve funds is a component of a long-term financial strategy and continued long-term financial sustainability. Table Reserves 1.0 represents the Town's 10-year projections for Obligatory Reserve Funds, Discretionary Reserve, Reserves, and Water/ Wastewater Reserves. Overall, the Town manages to maintain a sustainable reserves level for the 10-year outlook.

The Town of Orangeville's Asset Management Program for core infrastructures assumes that existing assets will be replaced when at the optimal time. The total replacement value of the Town's Roads, Bridges, Culverts, Water, and Wastewater assets is **$967.5million (2022)**. The funding shortfall according to the Town's 2022 asset management plan for core infrastructure assets is **$4.90 millio**n. This funding shortfall suggests that current budget levels are insufficient to sustain the asset portfolio in the long-term. To close this funding gap, the Town has commenced a program to gradually increase annual capital levy transfers by 2% annually.

A traditional reliance upon alternate sources of funding, to reduce the impact on the tax levy and water/wastewater rates, has generated necessity for municipalities across Ontario to perform strategic, long-term financial planning to ensure adequate reserve levels for future capital requirements. The 2024 Work Program will consider the establishment of a Reserve Fund Strategy and a comprehensive review of the Town's Reserve and Reserve Funds By-Law, as a step towards developing a long-term financial strategy.

Legislative Impacts

The introduction of various forms of legislation to help "build more homes, faster" may have a devastating impact on the ability of municipalities to close infrastructure funding gaps. Of the many fundamental changes to current municipal operations proposed, the most concerning is that the deviation from the longstanding concept of growth paying for growth in Ontario. The extensive Development Charge exemptions being introduced will place the cost of new development on the existing tax base. Based on the Town's 2019 Development Charges studies, close to 92% or $40M in development charges revenue have been projected to be recoverable from Residential development. In recent years of slow growth, the Town has collected less than 10% of DC projected revenues since the 2019 background study was completed. While it is still premature to determine the overall impact of Bill 23 and other forms of legislation, the 2024 DC Background study will help generate greater clarity into how much the funding gap could widen through these legislative changes.

Table Reserves 1.0

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Obligatory Reserves										
Development charges	9,549,636	9,065,524	3,570,008	4,346,443	7,514,437	11,597,041	15,145,353	19,417,295	23,774,678	24,250,172
Other Obligatory Reserves	6,229,927	3,339,177	3,184,844	3,941,166	4,202,962	7,071,630	4,804,839	5,539,164	6,148,317	8,289,427
Total Obligatory Reserves	**15,779,563**	**12,404,701**	**6,754,852**	**8,287,609**	**11,717,399**	**18,668,671**	**19,950,192**	**24,956,459**	**29,922,995**	**32,539,599**
Discretionary Reserves										
General Capital	4,554,109	2,036,877	108,688	455,235	94,001	640,311	1,072,577	2,772,801	2,469,258	2,481,392
Fleet and Equipment	458,796	133,159	216,140	473,499	921,887	1,391,872	1,827,082	2,310,956	2,156,255	2,527,077
Parks & Recreation	124,516	182,446	131,374	173,630	101,574	102,945	92,103	90,224	87,798	88,893
Winter Control	709,599	627,892	702,892	375,892	450,892	525,892	600,892	675,892	632,142	707,142
Information Systems	656,172	568,805	662,893	797,884	853,524	901,446	940,240	996,014	1,039,202	1,033,202
Rate Stabilization	1,203,127	1,564,127	1,950,127	2,306,127	2,667,127	2,863,127	3,044,127	3,210,127	3,361,127	3,361,127
General Insurance	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341	1,492,341
Other Discretionary Reserves	2,012,081	2,121,021	1,961,226	2,067,043	1,955,784	2,094,192	1,944,742	2,049,502	2,153,127	1,883,342
Total Discretionary Reserves	**11,210,741**	**8,726,668**	**7,225,681**	**8,141,651**	**8,537,130**	**10,012,126**	**11,014,104**	**13,597,857**	**13,391,250**	**13,574,516**
Water/ Wastewater Reserves										
Water	(1,856,492)	(3,496,744)	(4,718,481)	(4,432,491)	(4,529,589)	(4,049,192)	(3,477,376)	(2,415,743)	(1,841,858)	(395,615)
Wastewater	997,432	(610,977)	(502,581)	(533,766)	9,588	(136,456)	86,697	1,359,351	1,823,608	3,390,080
Total Water/ Wastewater Reserves	**(859,060)**	**(4,107,721)**	**(5,221,062)**	**(4,966,257)**	**(4,520,001)**	**(4,185,648)**	**(3,390,679)**	**(1,056,392)**	**(18,250)**	**2,994,465**
Total	**26,131,244**	**17,023,648**	**8,759,471**	**11,463,003**	**15,734,528**	**24,495,149**	**27,573,617**	**37,497,924**	**43,295,995**	**49,108,580**



The process of assembling a consolidated multi-year budget requires significant effort and co-ordination across the organization. We thank everyone involved in the process for their hard work and due diligence. We would like to thank our global management team for their continuous support and input in making the Budget 2024 a success. Our sincerest gratitude is further extended to our senior leadership team for providing guidance on crucial decision points. And finally, on behalf of Council and Staff we thank our Core Budget Team comprised of **Mandip Jhajj**, CPA, CGA, **Rebecca Medeiros**, CPA, CA, and **Rocky Kaura** for their resourcefulness and dedication.

Report

Subject: **UGDSB – Fibre Optic Agreement Extension**

Department: **Corporate Services**

Division: **Information Technology**

Report #: **CPS-2023-076**

Meeting Date: **2023-11-13**

Recommendations

That Report CPS-2023-076 UGDSB – Fibre Optic Agreement Extension, be received;

And that Council pass a by-law authorizing the Mayor and Clerk to execute the Fibre Optic Agreement Extension attached to report CPS-2023-076.

Background and Analysis

On January 31, 2018, the Corporation of the Town of Orangeville entered a twenty-five (25) year term, Irrefutable Right of Use (IRU) agreement with the Upper Grand District School Board (UGDSB) for the provision of Broadband Internet and Wide Area Network (WAN) related deliverables used though the Town's Fibre Optic Network.

Once the IRU was signed, the Town entered into a five-year lease agreement for Fibre services. The original lease agreement was for two (2) years from January 31, 2018, to August 31, 2020, with an option to renew, subject to satisfactory negotiation, for up to three (3) additional two-year terms or on a month-to-month basis at the Board's sole discretion.

The Town has received the lease extension for an agreement that ends in August 2024. Even though there is no record of lease extensions between 2020 and 2024, Finance has confirmed that UGDSB has consistently paid us for these services over the period.

Strategic Alignment

Strategic Plan

Strategic Goal: Corporate Capacity

Objective: Innovation - Promote service delivery innovation through modern approaches

Sustainable Neighbourhood Action Plan

Notice Provisions

Notice provision not applicable.

Financial Impact

As noted within the attached Extension Agreement monthly lease fees are $437 per month, per location.

With a total of eleven (11) sites, the total annual lease fees under the agreement are $57,684 annually. These fees are included Fibre Network Revenues, as part of the IT Operating Budget.

Respectfully submitted.

Patrick Kelly
Treasurer
Acting General Manager, Corporate Services

Prepared by:

Ade Adeyomoye
Acting Manager, IT

Attachment(s):

1. Town of Orangeville and Upper Grand District School Board Memorandum of Agreement

2. Extension to Agreement - Agreement Reference: RFP #TF-0617

Memorandum of Agreement

THIS AGREEMENT, made in duplicate for the provision of Broadband Internet and Wide Area Network (WAN) Related Deliverables is effective as of the **31st day of January, 2018**

BETWEEN:

The Upper Grand District School Board
(hereinafter referred to as "UGDSB" or the "Board")

- and -

THE CORPORATION OF THE **Town of Orangeville**
("the Contractor")

WHEREAS the Board requires a Contractor for Broadband Internet and Wide Area Network (WAN) Related Deliverables;

AND WHEREAS the Board issued a Request for Proposal #TF-0617 seeking Contractors for the Required Deliverables;

AND WHEREAS the Contractor has been selected by the Board to provide the Required Deliverables;

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

Article 1 – Definitions

1. "Agreement" or "Contract" means this written agreement including all schedules;
2. "BPS agency" means a Broader Public Sector agency which includes school boards, hospitals, universities and colleges;
3. "Commencement Date" means January 31st, 2018;
4. "Confidential Information" means all information or material of the Board that is of a proprietary or confidential nature, regardless whether it is identified as proprietary or confidential or not, including but not limited to information and material of every kind and description which is communicated to or comes into the possession or control of the Contractor at any time;
5. "Conflict of Interest" means any situation or circumstance where, in relation to the performance of its obligations under the Agreement, the Contractor's other commitments, relationships or financial interests could or could be seen to (i) exercise an improper influence over the objective, unbiased, and impartial exercise of the Board's independent judgment; or (ii) compromise, impair, or be incompatible with the effective performance of the Contractor's obligations under the Agreement;
6. "Contractor" or "Bidder" or "Supplier" means an entity that has submitted a Proposal in response to and in accordance with the Request for Proposal or a potential Contractor;
7. "Deliverables" means the Goods, Services and Work to be provided or performed by the Proponent(s) under the Agreement, and includes everything necessary to be supplied, provided or delivered by the Proponents.
8. "Goods" means the goods for which the Board issued the RFP;
9. "Proponent" or "Bidder" or "Contractor" or "Supplier" means an entity that has submitted a Proposal in response to and in accordance with the Request for Proposal or a potential Proponent;

10. "Proposal" or "Response" or "Submission" means all the documentation submitted by the Contractor in response to the Request for Proposal;
11. "RFP" means the Request for Proposal #TF-0617 issued by the Board;
12. "Selected Proponent" or "Successful Proponent", "Successful Bidder" or "Successful Contractor" means the Proponent or Proponents recommended for potential contract award as a result of the RFP;
13. "Services" or "Required Services" means the services for which the Board issued the RFP;
14. "UGDSB" or "Board" means the Upper Grand District School Board whose office is at 500 Victoria Road North, Guelph Ontario N1E 6K2;
15. "Unfair Advantage" means any conduct, direct or indirect, by a Contractor that may result in gaining an unfair advantage over other Contractors, including but not limited to (i) possessing, or having access to, information in the preparation of its Proposal that is confidential to the Board and which is not available to other Contractors, (ii) communicating with any person with a view to influencing, or being conferred preferred treatment in, the RFP process, or (iii) engaging in conduct that compromises or could be seen to compromise the integrity of the RFP process and result in any unfairness;
16. "Work" means the total construction, goods and/or services for which the Board issued the RFP.

Article 2 - Schedules

The Schedules to this Agreement, and which are incorporated within this Agreement, are as follows:
Schedule A: The RFP #TF-0617
Schedule B: Town of Orangeville Submission to RFP #TF-0617
Schedule C: "Agreement for the Confidentiality of Personal Information".

Article 3 –Term and Extension

Maintenance of the dark fibre:
Term: This Agreement shall commence on January 31st, 2018 and shall continue until August 31st, 2020 subject to the Board's right of renewal and subject to either party's right of early termination.

Extension: This Agreement may be renewed, subject to satisfactory negotiation, for up to three (3) additional two-year terms or alternatively on a month to month basis at the Board's sole discretion.

The Fibre Optic Cable IRU agreement shall commence upon execution of the IRU agreement by both the Contractor and the Board and shall be in full force and effect for 25 years or the useful life of the fibre (whichever occurs first) following the effective date subject to the Board's right of renewal and subject to either party's right of early termination.
Extension: The IRU agreement may be renewed, subject to satisfactory negotiation, every five (5) years, or alternatively on a month to month basis at the Board's sole discretion.

Article 4 – Representatives for Agreement

The Contractor's representative for purposes of this Agreement shall be:
Jason Hall: Phone: (519) 941-0440 ext.8005, Email: jhall@orangeville.ca

Board representative for purposes of this Agreement shall be:
Terry Foerster: Phone: (519) 822-4420 ext. 805, Email: terry.foerster@ugdsb.on.ca

Article 5 – Deliverables

The Contractor agrees to provide the required Deliverables in the manner set out in the Board's Request for Proposal #TF-0617 herein after referred to as the "RFP" subject to the terms and conditions in this Agreement. The Services to be performed by the Contractor under this Agreement shall be performed by the Contractor in a professional manner.

Deliverables will include the following as outlined in detail within the RFP document: the Town of Orangeville will provide UGSDB with 12 strands of fibre (six strands, terminated in a rack mounted fibre patch panel in the server room at each site) to the designated fibre backbone splice point. For each site, two of the terminated fibre strands will be spliced to two backbone fibre strands terminating at the UGDSB Orangeville Board Office at 43 Amelia Street, Orangeville. The Town of Orangeville will build fibre backbone and last mile fibre infrastructure to service Mono-Amaranth public school. The Town of Orangeville will provide fibre connectivity to the Bell and Orangeville Hydro PoP's from UGDSB's Orangeville Board office. The Town of Orangeville will maintain the fibre optic cabling infrastructure with the UGDSB having IRU of the dark fibre.

The Board may request changes, which may include altering, adding to, or deleting any of the required Deliverables or suspending Services at a given site due to construction or other circumstances. The Contractor shall comply with all reasonable Board change requests and the performance of such request shall be in accordance with the terms and conditions of the Agreement. Any changes requested must be authorized in writing by the Board and accepted by the Contractor.

Article 6 - Rates and Payment

The price to be paid by the Board for the Deliverables provided hereunder will be as set out below. Prices submitted for Services are to be firm for the initial term of the Agreement (3 years). In potential future extension years any price changes must be offered to the Board for review sixty (60) days prior to the end of the extension period.

SITE 1				SITE 2				
School / Site	Address			School / Site	Address			Monthly Maintenance Cost
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Credit Meadows ES	220 Blind Line	Orangeville	L9W 4V2	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Montgomery Village ES	70 Montgomery Blvd	Orangeville	L9W 5H6	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Parkinson Centennial PS	120 Lawrence Ave	Orangeville	L9W 1S8	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Spencer Ave ES	15 Spencer Ave	Orangeville	L9W 5E6	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	WESTSIDE SS	300 Alder St	Orangeville	L9W 5A2	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Orangeville Hydro	400 C Line	Orangeville	L9W 3Z8	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	ORANGEVILLE DSS	22 Faulkner St	Orangeville	L9W 2G7	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Princess Elizabeth PS	51 Elizabeth St	Orangeville	L9W 1C5	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Princess Margaret PS	51 Wellington St	Orangeville	L9W 2L6	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Island Lake PS	50 Oak Ridge Dr	Orangeville	L9W 5J6	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Mono-Amaranth PS	246303 Hockley Rd	Mono	L9W 6K4	$ 437.00
UGDSB Orangeville ADMIN Office	40 Amelia St	Orangeville	L9W 3T8	Bell CO	21 First Ave	Orangeville	L9W 1K1	N/C

All invoices are to be emailed to the Upper Grand District School Board's Accounts Payable Department at: accounts.payable@ugdsb.on.ca and must reflect the Board's Purchase Order number.

Article 7- Notices

All notices given under this Agreement shall be in writing and will be deemed to have been duly delivered, effective upon receipt if couriered, hand delivered or emailed with return receipt requested, or effective 3 business days after being deposited, postage prepaid, return receipt requested, in the mail and sent to the following addresses:

The Contractor:
Town of Orangeville
87 Broadway, Orangeville ON, L9W 1K1
Email: jhall@orangeville.ca

The Board:
Upper Grand District School Board – Superintendent of Finance
500 Victoria Road North, Guelph, Ontario N1E 6K2
Email: glen.regier@ugdsb.on.ca

Article 8- General

Contract Binding: The Contract shall enure to the benefit of and be binding upon the parties and their successors and permitted assigns.

Force Majeure: It is agreed between the parties that neither party shall be held responsible for damages, losses or costs caused by delay or failure to perform its undertakings under the terms of this Contract when the delay or failure is due to natural disasters, fires, strikes, acts of terrorism, acts of vandalism, acts of war, acts of civil unrest, lawful acts of public authorities and any other cause which cannot be reasonably foreseen or provided against (the "Causes"), where said Causes make performance of said contractual undertakings impossible or unreasonable.

Personal Information Protection and Electronic Documents Act: The Contractor agrees to sign the attached Schedule C "Agreement for the Confidentiality of Personal Information" per Article 12 of the Terms & Conditions.

Document Retention and Audit: The Contractor shall maintain billing statements for seven (7) years from the respective dates of billing statements issued pursuant to this Agreement, so as to enable the Board to verify that the Deliverables have been provided in accordance with this Agreement and to ascertain the accuracy of any billing statements in respect thereof. The Contractor shall permit and assist the Board in conducting audits of the operations of the Contractor to verify that the Deliverables are being or have been provided in accordance with the Agreement, and the billing statements therefore are in accordance with this Agreement. It is understood and agreed that the Board shall provide the Contractor with prior notice of five (5) business days of its requirement for such audit.

Entire Agreement: This Agreement together with the RFP and the schedules attached hereto, embodies the entire agreement between the parties with regard to the provision of the required Deliverables and supersedes any prior understanding or agreement collateral, oral or otherwise, existing between the parties at the date of execution of the Agreement.

Conflict in Documents: This Agreement shall be deemed to include the, IRU, the RFP and the Submission, provided that in the event of a conflict or inconsistency with any provision in:

- This Agreement, the IRU, the RFP and its related Submission, this Agreement shall govern;
- The IRU, the RFP and its related Submission, the IRU shall govern.
- The RFP and its related Submission, the RFP shall govern.

Conflict with other Agreements
The Board acknowledges that it may be required to sign standard contracts with the Contractor relating to the Deliverables including the "Fibre Optic Cable IRU Agreement". With respect to operational considerations and future fibre grant clauses the "Fibre Optic Cable IRU Agreement" shall govern. For all other matters, the parties agree that in the event of any inconsistency between such contracts and this Agreement, this Agreement shall govern.

Severability: In the event that any provision or part of this Agreement shall be deemed void or invalid by a court of competent jurisdiction, the remaining provisions or parts shall be and remain in full force and effect.

Modification of Agreement: Any modifications to this Agreement must be in writing and signed by the parties or it shall have no effect and shall be void.

Headings: The headings used in this Agreement are for convenience only and are not to be construed in any way as additions to or limitations of the covenants and agreements contained in it.

Governing Law: This Agreement shall be construed in accordance with the laws of the Province of Ontario.

Time is of the Essence: Time shall be of the essence of this Agreement and every part hereof and no extension or variation of this Agreement shall operate as a waiver of this provision.

Article 9 – Terms and Conditions

By signing this Agreement the Contractor agrees to all Terms and Conditions in the Agreement and in the RFP #TF-0617 document.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date first above written.

Upper Grand District School Board

Per: Martha Rogers

Name: Martha Rogers

Title: Director of Education

Date: 2018 05 31

THE CORPORATION OF THE

THE CORPORATION **Town of Orangeville**

Per:

Name: Jeremy ~~Jeffrey~~ D Williams

Title: Mayor

Date: May 10, 2018

I/We have the authority to bind the Corporation

Town of Orangeville

Per:

Name: Susan Greatrix

Title: Clerk.

Date: May 10, 2018

I/We have the authority to bind the Corporation

AUTHORIZED BY ORANGEVILLE COUNCIL
BY-LAW/RESOLUTION NO. 9 ON
THE 7TH DAY OF MAY 2018



Board Office: 500 Victoria Road N. Guelph, ON N1E 6K2
Tel: 519-822-4420 or **Toll Free:** 1-800-321-4025

AGREEMENT FOR THE CONFIDENTIALITY OF PERSONAL AND BUSINESS INFORMATION

Between

UPPER GRAND DISTRICT SCHOOL BOARD

and

TOWN OF ORANGEVILLE

This Agreement for the Confidentiality of Personal and Business Information ("Agreement") is made and entered into this 11th day of September, 2017 ("Effective Date") by and between Upper Grand District School Board (the "Board") and Town of Orangeville ("the Company"). The Board and the Company may hereinafter be referred to individually as a "Party" and collectively as the "Parties".

WHEREAS the Board wishes the Company to provide, and the Company wishes to provide the Board, certain products and services as more fully set out in all purchase orders issued by the Board to the Company.

WHEREAS such products and services will require the Company to have access to and/or possession of and/or use of personal and/or confidential business information under the control of the Board, they shall be subject to the terms and conditions hereinafter set out;

NOW THEREFORE in consideration of the mutual covenants, agreements and undertakings herein contained, the Company, on behalf of itself and its successors and assigns, and the Board, on behalf of itself and its successors and assigns, mutually covenant and agree as follows:

1. TERM. The term of this Agreement shall be the period during which the Company is providing products and/or services to the Board, that require the Company to have access to and/or possession of and/or use of personal and/or secret business information under the control of the Board.

2. PERSONAL INFORMATION. The Parties recognize the application of the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O., 1990, c.M-56 ("MFIPPA") and Regulations thereunder, as amended from time to time, to the collection, use and disclosure of personal information under the control of the Board.

    a. For the purpose of the application of the MFIPPA, the definition of personal information shall be as defined pursuant to the MFIPPA.

3. COLLECTION BY COMPANY. The Parties recognize the application of the *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c.5 ("PIPEDA") and Regulations and Schedules thereunder, as amended from time to time, to the collection, use and disclosure of personal information by the Company for its own use and/or benefit.

a. For the purpose of the application of the PIPEDA, the definition of personal information shall be as defined pursuant to the PIPEDA.

b. The Parties agree that at no time will the Company for its own use and/or benefit collect, use and/or disclose personal information about and/or belonging to students or staff of the Board. For greater certainty, it is understood and agreed that the company assumes full responsibility for any actions taken by its employees to whom it has provided access to confidential student information identifying a student or staff or corporate information of the Board and the company's and all of its employees' compliance with the covenants and obligations set forth herein.

4. WARRANTIES AND COVENANTS. Without limitation to any other provision of this Agreement, the Company represents and warrants to and covenants with the Board as follows, at all times during which the Company is providing products and services that may require the Company to have access to and/or possession of and/or use of personal and/or secret business information under the control of the Board:

a. the Company shall comply with all provisions of MFIPPA and all Board policies (all Board policies are available on the Board website www.ugdsb.on.ca) and procedures regarding the collection, use and disclosure of personal information under the control of the Board;

b. the Company shall not disclose personal information under the control of the Board; without the prior consent of the Board.

c. the Company shall employ appropriate security measures, in a manner to be approved by the Board, to protect the confidentiality of the personal information in its possession but under the control of the Board if in the Company's possession as a result of the services being provided for the Board;

d. only those employees or agents employed by the Company who require access to personal information under the control of the Board for the purpose of performing their duties with respect to the services being provided to the Board shall be provided with access to such personal information;

e. the Company shall either return or destroy in a manner to be approved by the Board, any and all personal information under the control of the Board if in the Company's possession as a result of the services provided by the Company to the Board;

f. the Company, except as may be required by law, agrees to not use, directly or indirectly, for its own account or for the account of any person, firm, board or other entity or disclose to any person, firm, board or other entity, the Board's confidential business information disclosed or entrusted to it or developed or generated by it in the performance of his duties hereunder, including but not limited to information relating to the Board's organizational structure, operations, business plans, technical projects, business costs, research data results, inventions, trade secrets, or other work produced, developed by or for the Board, whether on the premises of the Board or elsewhere. The foregoing provisions shall not apply to any proprietary or confidential business information which is, at the commencement of the Term or at some later date, publicly known under circumstances involving no breach of this Agreement or as lawfully and in good faith made available to the Company without restrictions as to disclosure to a third party; and

g. the Company shall at all times indemnify and save harmless the Board, its directors, trustees, members, officers, employees, agents, successors and assigns from and against any and all claims, demands, liabilities, losses, costs, damages, actions and causes of action by whomsoever made, sustained, brought or prosecuted in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Company, its directors, officers, employees, agents, authorized assigns or sub-contractors of the Company including negligent acts or negligent omissions in connection with duties set out above and performed, purportedly performed or required to be performed by the Company under this Agreement and including any breach of its obligations contained herein.

5. SURVIVAL. All representations, covenants, warranties, indemnities and limitations of liability set out in this agreement shall survive the termination or expiry of this Agreement.

IN WITNESS WHEREOF the parties hereto have caused this Agreement to be signed by their duly authorized officers as of the date first below written.

Feb. 2, 2018
Date

On Behalf of the Upper Grand District School Board

Title : ~~Purchasing Manager~~ Superintendent of Finance

Individual: ~~Lidia Halyk~~ Glen Regier

Glen Regier
signature

May 10, 2018
Date

THE CORPORATION OF THE
On Behalf of Town of Orangeville

Title Mayor

Individual [print] Jeremy ~~Jeremy~~ D M Williams

Signature

May 10, 2018
Date

On Behalf of Town of Orangeville

Title Clerk

Individual [print] Susan Greatrix

signature

UPPER GRAND DISTRICT SCHOOL BOARD
500 Victoria Road North, Guelph, Ontario N1E 6K2
Phone: (519) 822-4420 x 805
terry.foerster@ugdsb.on.ca

Sept 28, 2023
Extension to Agreement
Agreement Reference: RFP #TF-0617

BETWEEN:

Upper Grand District School Board
("the Board")

-and-

The Corporation of the Town of Orangeville
("the Contractor")

WHEREAS the parties have entered into an Agreement dated January 31st 2018 pursuant to which the Contractor is providing Broadband Internet Services to various Board Sites

And, Whereas the parties have agreed to revise the Agreement;

Now therefore the parties agree as follows:

1. The new term expiry date is 31-August-2024;
2. Rates for the new extended term are as follows:

SCHOOL NAME	price per month
Credit Meadows E S	$437
Island Lake P.S.	$437
Mono-Amaranth PS	$437
Montgomery Village PS	$437
Orangeville DSS	$437
Parkinson Centennial PS	$437
Princess Elizabeth PS	$437
Princess Margaret PS	$437
Spencer Avenue ES (Formerly Settlers Creek)	$437
Orangeville Office (Includes Program and The Learning Enterprise)	$437
Westside SS	$437

Except as set forth in this Extension Amendment, the Agreement is unaffected and shall continue in full force and effect in accordance with its terms.

If you are in agreement, indicate your acceptance and acknowledgement by signing below and return to the attention of Terry Foerster, Buyer.

The Corporation of the Town of Orangeville

_____
Authorized Signature
I/We have the authority to bind the Contractor

Name: _____

Date: _____

Upper Grand District School Board

_____
Authorized Signature
I/We have the authorization to bind the Board

Name: _____

Date: _____

Report

Subject: By-law/Property Standards Officer Appointment

Department: Corporate Services

Division: By-law/Property Standards

Report #: CPS-2023-081

Meeting Date: 2023-11-27

Recommendations

That report CPS-2023-081 By-law/Property Standards Officer Appointment, be received;

And that Council pass a by-law to appoint Vince Iozzo and Michael Young as By-law / Property Standards Officers;

And that By-law 054-2015 be repealed.

Background and Analysis

Section 227 of the Municipal Act, S.O. 2001, c. 25, authorizes a Council to pass a by-law to appoint such officers and employees as may be necessary for the purposes of the Corporation, for carrying into effect the provisions of any by-law of Council.

Section 15 of the Police Services Act, R.S.O. 1990, c. P.15, as amended, authorizes the appointment of By-law Enforcement Officers who shall be peace officers for the purpose of enforcing the by-laws of the municipality.

The Town recently completed a recruitment process for the role of part-time By-law/Property Standards Officers with Vince Iozzo and Michael Young being the successful applicants.

In accordance with the Municipal Act and the Police Services Act, Council must pass a by-law to appoint By-law/Property Standards Officers for the purpose of enforcing municipal by-laws.

Strategic Alignment

Orangeville Forward - Strategic Plan

Priority Area: Strong Governance

Objective: Transparent and fair decision-making processes and enhanced communication with the public

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal

Notice Provisions

Not Applicable

Financial Impact.

Funding associated with these positions was included within the approved 2023 budget, as has been incorporated within the proposed 2024 budget.

Respectfully submitted

Chris Moore
Acting General Manager, Corporate Services

Reviewed by

Tracy Macdonald
Deputy Clerk, Corporate Services

Prepared by

Kevin Wiedekowsky
Supervisor – Licensing & By-law Enforcement, Corporate Services

Attachment(s): None

Report

Subject: 2023 Community Grants Update

Department: Corporate Services

Division: Finance

Report #: CPS-2023-084

Meeting Date: 2023-11-27

Recommendations

That report CPS-2023-084, regarding Community Grant Update, be received,

And that Council approve distribution of 2023 Community Grant budgeted funds to the Dufferin County Cultural Resource Circle for $10,000 from one-time grants.

Background and Analysis

Each year during the annual budget deliberations, Council considers a budget allocation for Community Grant Funding. Eligible organizations are required to apply, outlining the need and uses for any funds requested. After the approval of the annual budget, staff review applications for eligibility and present the applications for Council consideration.

The purpose of this report is to provide information to Council on recent application a recent application received for the Community Grant Program; and to seek Council's decision on the distribution of 2023 budgeted funds.

As part of the 2023 operating budget, Council approved $80,000 for the annual Community Grant program (motion 2023-045). In addition, $95,000 was allocated for community organizations requiring predictable funding over longer periods (motion 2023-026). Grants approved as "one time" grants will be considered as part of the $80,000 bucket, while grants approved as "multi-year" will be considered as part of the $95,000 bucket.

On October 25, 2023 an application from the Dufferin County Cultural Resource Circle (DCCRC) was received. The application is requesting funding of $10,000. The funding will be used towards the June 22, 2024 "Healing the Circle" event for National Indigenous Peoples Day, to provide space at Alexandra Park and cover the cost of two (2) Big Drums.

The 2023 approved budgeted amount for the entire community grant program is $175,000. To date, $136,039 has been previously approved by Council to be used. Therefore, the total remaining amount in this program is $38,961. The total requests for 2023 now total $146,039, which results in a favourable variance of $28,961.

Based on the eligibility requirements of the Community Grant Funding program (Table 3.0) we recommend that council approve the funding request of $10,000.

Eligibility Requirements	**Dufferin County Cultural Resources Circle**
Demonstrable or potential social, economic benefit	**Yes**
In keeping with stated goals and objectives set by Council	**Yes**
Membership or registrants comprised of Orangeville residents	**Yes**
Services available to citizens in the community on an equal basis	**Yes**
Track record of providing value to the community for funding received	**Yes**
Demonstrates a reasonable effort to raise funds from other sources	**Yes**
Funds being received from other levels of government	**Yes**
Charitable or Not-for-profit organization	**Yes**
Application received by deadline	**Yes**

It is recommended that Council approve the requested funding as a one-time grant as their offering is aligned with all eligibility requirements. In addition, this is DCCRC's 10-year anniversary event and they have not consistently applied under the Community Grant Program.

The overall process for Community Grants in 2024 is currently under review. It is anticipated that a report will be presented to Council with options for consideration.

Strategic Alignment

Strategic Plan

Strategic Goal: Community Vitality

Objective: Vibrancy – Support Festivals, Events and welcoming neighbourhood activities

Sustainable Neighbourhood Action Plan

Theme: Social Well-being

Strategy: Build social networks that encourage well-being and celebrate the community

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Notice Provisions

None

Financial Impact

With the recommendations in this report, multi-year grant requests remain at $87,000 with $8,000 remaining, while one-time grant requests total $59,039 with $20,961 remaining.

The following table summarizes the 2023 applications YTD, with requests from the previous two (2) years.

Organization Name	Status	2023 Funding Request		2022 Funding Request	2021 Funding Request
		One Time	Multi-Year		
Bethell Hospice Foundation	Approved April 3rd	5,000	-	-	-
Dufferin County Cultural Resources Circle	Seeking Approval	10,000	-	-	5,000
Dufferin County Multicultural Association	Approved March 20th	300	-	-	-
Dufferin Film Festival	Approved Sept 11th	500	-	-	-
Elysian Festival Orangeville	Approved April 17th	5,000	-	-	-
Family Transition Place	Tentatively approved	-	20,000	-	-
GottaRunRacing	Approved August 14th	2,000	-	2,000	-
Headwaters Communities in Action (for HFFA)	Approved August 14th	1,000	-	-	1,000
Hospice Dufferin	Approved April 3rd	2,000	-	2,000	-
Orangeville & District Horticultural Society	Approved June 5th	-	2,000	2,000	2,000
Orangeville Curling Club	Approved June 5th	4,500	-	-	-
Orangeville Food Bank	Approved April 17th	-	25,000	-	-
Optimist Club of Orangeville	Approved May 15th	-	5,000	12,000	10,000
Optimist Club of Orangeville	Approved May 15th	10,000	-		
Out of the Cold	Approved April 17th	11,000	-	-	-
Parkinson Canada Inc.	Approved August 14th	739	-	-	-
Royal Canadian Legion	Approved June 5th	1,600	-	-	-
Rotary Club of Orangeville	Approved April 3rd	-	15,000	5,000	4,000
STEM Camp	Approved April 17th	5,000	-	-	-
The Orangeville Blues & Jazz Festival	Approved April 3rd	-	20,000	20,000	15,000
The Terry Fox Foundation	Approved Sept 11th	400	-	65	-
Total Requests per year		**59,039**	**87,000**	**43,065**	**37,000**
Approved 2023 Budget		**80,000**	**95,000**		
Remaining Budget		**20,961**	**8,000**		

Respectfully submitted

Patrick Kelly, CPA, CMA
Treasurer, Corporate Services

Reviewed by

Mandip Jhajj, CPA, CGA
Deputy Treasurer, Corporate Services

Prepared by

Rebecca Medeiros, CPA, CA
Senior Financial Analyst, Corporate Services

Attachment(s): Not applicable

Report

Subject: 2023 Third Quarter Capital Progress Report

Department: Corporate Services

Division: Finance

Report #: CPS-2023-085

Meeting Date: 2023-11-27

Recommendations

That report CPS-2023-085 regarding the 2023 Third Quarter Capital Progress be received.

Background and Analysis

The purpose of this report is to provide Council with a summary of the status of capital projects as of September 30, 2023 and to provide variances that have been identified for each project to the end of the third quarter. This report provides a snapshot in time that compares actual expenditures to date with the approved budget per project. As many capital projects span more than one year, all outstanding projects have been organized into three categories: Completed, In Progress or To Be Initiated.

The Tables within the Attachment to this report, list outstanding capital projects in chronological order by the year the project was approved. In addition, comments in the Authorization column have been provided by the project managers.

Analysis

As of the third quarter of 2023, 14% of all approved outstanding capital projects were completed, 80% are in progress and 6% are yet to be initiated.

Table 1: Capital Projects Completed as of September 30, 2023

Table 1 provides the actual capital spending by project, for those projects that were completed during the third quarter, compared to the approved budget. Overall, the financial performance of these projects was unfavourable with projects being completed over budget by 5% or $823,342. This unfavourable variance is driven largely by the Public Works division which is over budget by $1.14M. Funds to offset the overage are

being requested through the 2024 budget. This unfavourable variance is offset mostly by underspending in the IT, Facilities and Wastewater divisions totalling $316K.

Figure 1 below shows the aggregate variance by Division for the completed projects in the third quarter of 2023.

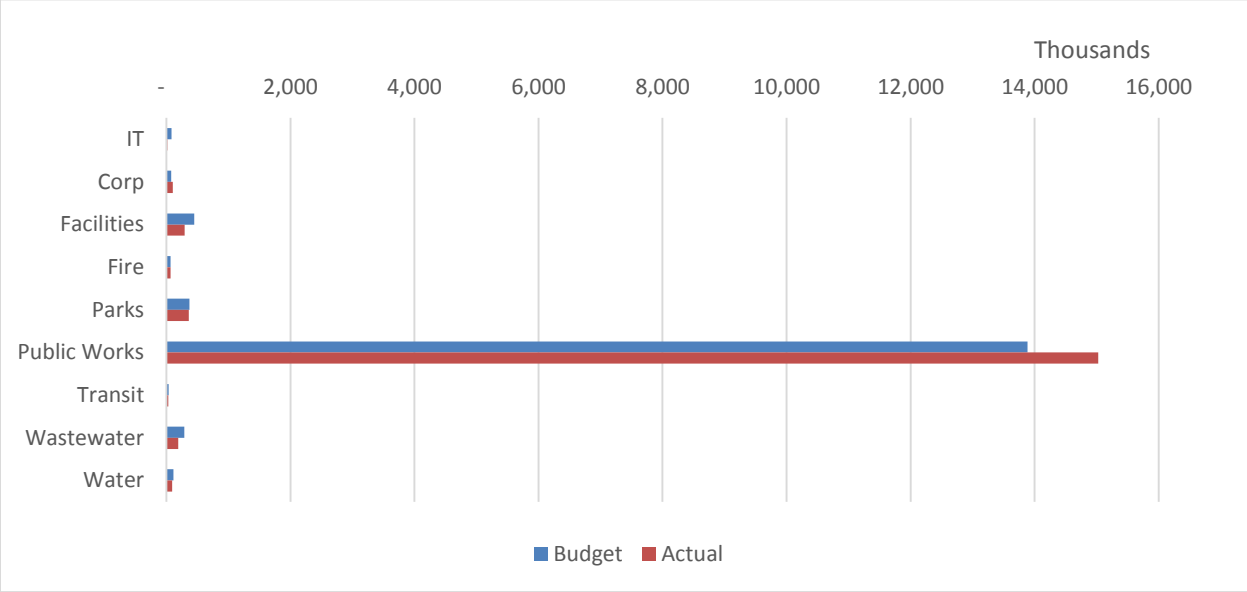
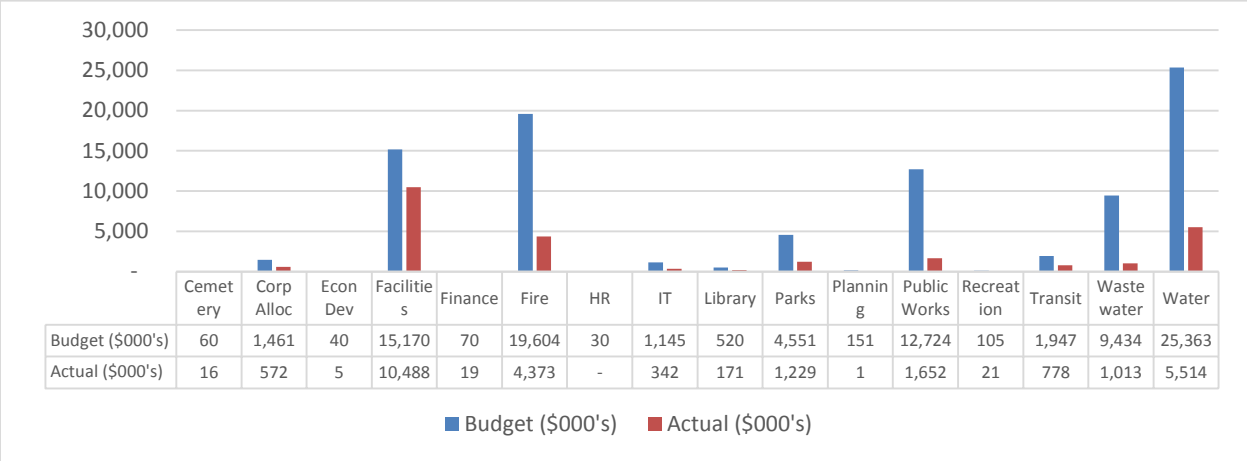


Figure 1: Aggregate Variance by Division of Completed Projects at September 30, 2023

Table 2: Capital Projects in Progress as of September 30, 2023

Table 2 compares actual expenditures to budget for on-going projects as of the third quarter 2023. As at September 30, 2023, approximately 28% of the approved budget for on-going projects has been utilized. There are four (4) divisions driving this, Facilities (utilized 69% of division budget, and 40% of total town budget), Fire (22% division and 17% Town), Public Works (13% division and 6% Town), and Water (22% division and 21% Town). This is offset by lower spending in remaining divisions, which are all less than 16% of the total town budget.

Figure 2 below shows the year-to-date budget utilized, by division for on going projects as of September 30, 2023.



	Cemetery	Corp Alloc	Econ Dev	Facilities	Finance	Fire	HR	IT	Library	Parks	Planning	Public Works	Recreation	Transit	Wastewater	Water
Budget ($000's)	60	1,461	40	15,170	70	19,604	30	1,145	520	4,551	151	12,724	105	1,947	9,434	25,363
Actual ($000's)	16	572	5	10,488	19	4,373	-	342	171	1,229	1	1,652	21	778	1,013	5,514

Figure 2: Budget Utilized by Division for Projects in Progress at September 30, 2023

Table 3: Capital Projects To Be Initiated as of September 30, 2023

Table 3 shows the capital projects that are to be initiated as of September 30, 2023. In total, there were $7.3 million dollars of capital projects approved but not yet started as of the third quarter of 2023. Of these projects, approximately 43% are new projects from the 2023 approved capital budget.

Figure 3 below shows the amount to be initiated by Division.

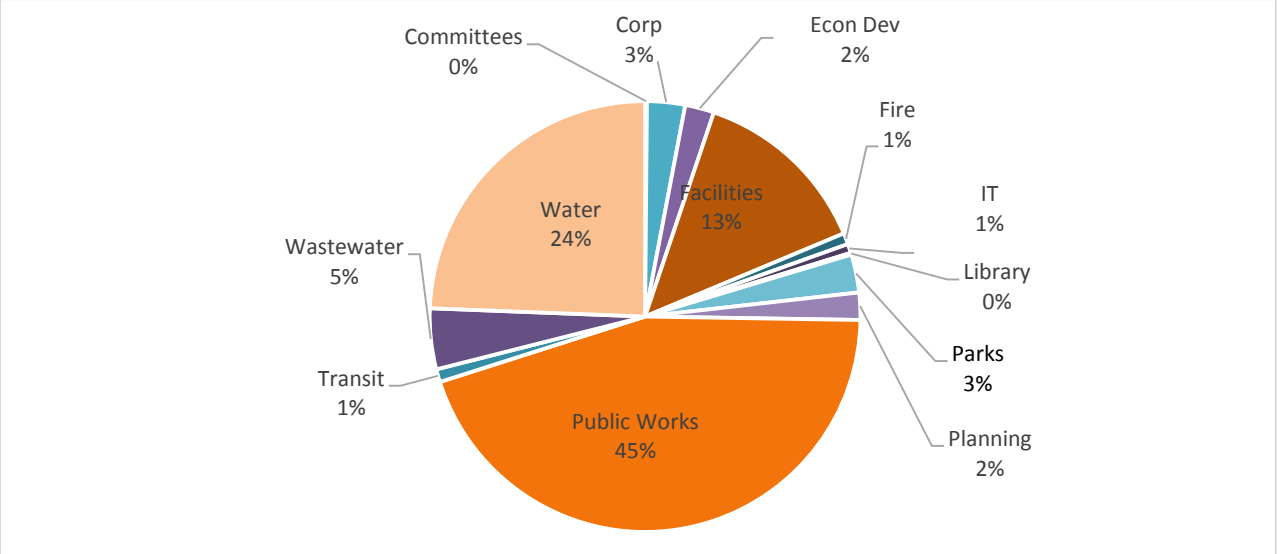


Figure 3: Projects to be initiated as of September 30, 2023 by Division

The third quarter progress report is subject to timing issues given the geo-political crisis, supply chain issues and increasing inflationary impacts. The progress of capital projects may be affected by factors such as, but not limited to the impacts of inflation, supply chain and weather conditions.

Strategic Alignment

Strategic Plan

Strategic Goal: Future-Readiness

Objective: SUSTAINABILITY – Secure the financial viability of the municipality

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal

Strategy: Encourage and support inter-departmental collaboration and communication to facilitate the adoption of sustainable practices in the municipality

Notice Provisions

None

Financial Impact

Projects over budget are being addressed in the 2024 Budget, subject to deliberation at the December 4th and 5th 2023 Council meetings. Projects not completed will continue to spend approved funding until completion of the project.

Respectfully submitted

Patrick Kelly, CPA, CMA
Treasurer, Corporate Services

Reviewed by

Mandip Jhajj, CPA, CGA
Deputy Treasurer, Corporate Services

Prepared by

Rebecca Medeiros, CPA, CA
Senior Financial Analyst, Corporate Services

Attachment(s): 1. Capital Progress

Table 1: Capital Projects Completed as of Sept 30, 2023

Division	Capital Project Name	Authorization	Approved Funding	Total Cost	Difference
Water	Water Optimization Strategy	2014CB	110,000	93,801	16,199
Public Works	Hansen Blvd Bridge-Lower Monora Creek	2018/21/23CB	2,437,000	3,190,570	(753,570)
Public Works	Recon -- Centennial	2020/21/22/23CB	6,883,000	7,576,009	(693,009)
Public Works	Rehab - Broadway Blvd Brick	2020/22/23CB	2,217,100	2,231,801	(14,701)
Parks	Kay Cee Gardens Walkway and lighting	2020CB	100,000	102,048	(2,048)
Public Works	Transit Study	2020CB	10,000	2,303	7,697
Facilities	Orangeville Theatre Accessibility Ramp	2021/22CB, 2022 Grant	167,156	111,548	55,607
Public Works	Truck 3 Replacement-2011 International Snow Plough	2021CB	310,000	283,951	26,049
Public Works	EV Fleet Charging Stations	2021CB	50,000	50,252	(252)
Wastewater	Buena Vista Sewage Pumping Station Optimization & Upgrades	2021CB	110,000	69,944	40,056
Public Works	Survey Lane (Lane 3E6) Rehabilitation	2021CB	71,500	25,802	45,698
Corp	Citizen Portal	2022 Grant	75,751	100,183	(24,432)
Fire	Bunker Gear	2022/23CB	66,000	66,099	(99)
Wastewater	Backwash Return Pumps	2022/23CB	120,000	110,341	9,659
IT	Cyber Security - Mandatory Insurance Requirements	2022CB	80,000	14,755	65,245
Public Works	Brighton Place Rehabilitation	2022CB	80,000	36,837	43,163
Public Works	Parkview Rehabilitation- Newton to Century	2022CB	209,000	139,489	69,511
Public Works	Intersection Improvmts Centennial & Dawson	2022CB	1,025,000	1,025,000	-
Facilities	Alder Red Rink Lighting	2022CB	40,000	33,532	6,468
Facilities	Tourism Centre Electronic Road Sign	2022CB	120,000	91,733	28,267
Parks	Play Structure Replacement - Cedarstone Park	2022CB	70,000	66,368	3,632
Parks	Fendley Park Shade Structure	2022CB	50,000	44,717	5,283
Public Works	Rehab Richardson Rd	2022CB	384,000	363,624	20,376
Public Works	Parkview Rehabilitation-Lawrence to Newton	2022CB	209,000	101,030	107,970
Wastewater	Digester Building Flow Meter Replacements	2022CB	17,000	8,289	8,711
Facilities	Alder Olympia Room Roll Up Doors	2023CB	60,000	32,726	27,274
Transit	Automatic Passenger Counters	2023CB	16,000	-	16,000
Transit	AVL Lite Equipment	2023CB	17,000	30,743	(13,743)
Facilities	Alder Flood Room Hot Water Tanks	2023CB	60,000	25,457	34,543
Parks	Parks Lawn Mower 16 foot cut	2023CB	150,000	148,898	1,102
Wastewater	Influent Flow Meter Replacement	2023CB (Meter no longer required)	40,000	-	40,000
		Total Project Complete as of Sept 30, 2023	**15,354,506**	**16,177,849**	**(823,342)**

Table 2: Capital Projects in Progress as of Sept 30, 2023

Division	Capital Project Name	Authorization (Comments provided by Division)	Approved Funding	Total Cost	Difference
Water	Water Meter and Billing Upgrade	2011/12/20CB (Contract Negotiations in final phase, anticipated start Q4)	6,525,000	175,685	6,349,315
Transit	Transit Shelters	2013/14/18/23CB (on going)	156,171	31,520	124,651
Water	Generator -- Reservoirs	2014/15/20CB (RFP for upgrades closed, anticipated start Q4)	396,000	92,585	303,415
Public Works	3 Bay Expansion - Operations Ctr	2015/17/22/23CB (project being deferred)	1,680,000	121,589	1,558,411
Water	West Sector Reservoir	2015/20/21/23CB (class EA process complete, construction Q2 2025)	4,115,000	203,868	3,911,132
Parks	Bravery Park Monument	2015CB Motion 2015-01, Donations (monument complete, some expenses remaining)	163,789	153,225	10,564
Water	GUDI Well Treatment Upgrades	2016/19/22/23CB (class EA process complete, tender issued)	5,744,000	308,516	5,435,484
Water	United Lands Well Decommissioning Study	2016CB (Part of Rehab and Optimization Study (INS-2020-11), RFP to be reissued Q1 2024)	50,000	-	50,000
Parks	Park Fencing	2017/18/19CB (on going)	87,000	78,400	8,600
Wastewater	SCADA Server Replacement	2017/19/20/23CB (Multi Year Plan for ongoing upgrades & tech replace)	566,346	164,183	402,163
Water	SCADA Systems	2017/19/20/23CB (Multi Year Plan for ongoing upgrades & tech replace)	1,110,146	528,178	581,968
Wastewater	SCADA Master Plan	2017/19/20CB (IT working with PW on Project Charter)	150,000	-	150,000
Water	SCADA Master Plan	2017/19/20CB (IT working with PW on Project Charter)	150,000	-	150,000
Transit	Transit Transfer Station	2017/20/21CB (construction complete, warranty phase, grant funding to be obtained)	380,869	689,116	(308,247)
Water	Water Supply	2017-39/2019/20CB (on going)	3,150,000	1,444,833	1,705,167
Finance	Work Order System	2017CB (to be reprioritized to a Financial System in 2024 budget)	70,000	19,391	50,609
Fire	Fire Station	2018/20/21/23CB (in progress)	16,507,966	2,889,875	13,618,091
Corp	Asset Management Plan Study	2018/20/23CB (EAM software in progress, Phase 2 study to begin 2024)	774,794	131,279	643,516
Corp	HRIS/Payroll Information Systems	2018/22CB (initial implementation complete)	270,000	336,217	(66,217)
Water	Standpipe Cleaning & Painting	2018/22CB, Motion 2022-133 (construction complete, warranty phase)	2,830,113	2,437,865	392,248
Wastewater	Inflow and Infiltration Study - WPCP	2018/23CB (Contract awarded, study underway)	312,000	183,275	128,725
Facilities	Hose drying area cat walk - Fire Dept	2018CB (reprioritized in 2024 budget)	6,000	1,526	4,474
Public Works	Mill Creek Rehab Centre St. to Bythia St.	2018CB (study underway)	30,000	35,235	(5,235)
Public Works	Noise Fence	2019/20/21/22/23CB (Awarded, multi year project)	452,077	426,540	25,537
Wastewater	Clarifier 3 Centre Unit Replacement	2019/20/22/23CB (Contract awarded, Construction start Q4 2023)	1,420,000	-	1,420,000
Facilities	Security Cameras -- Alder Rec Ctr	2019/20CB (on hold)	60,000	48,183	11,817
Facilities	Police Building Upgrades Design	2019-12-09 Motion 8 (front doors to be completed)	1,333,000	1,154,215	178,785
Facilities	Wayfinding Signage -- Town Hall	2019CB (in progress, Communications assisting)	7,500	2,856	4,644
Facilities	Wayfinding Signage -- Alder Rec Ctr	2019CB (in progress, Communications assisting)	9,000	2,654	6,346
Facilities	Digital Flat Screen TV & software	2019CB (ongoing)	60,000	19,360	40,640
Fire	Fire Radio Replacement Program	2020/21/22/23CB (consultant to assist in determining communications needs for OFS and how it can align with an overall regional system. Awaiting further information/presentation)	400,000	58,479	341,521
Corp	Corporate-wide Digitization	2020/21/22/23CB (project complete, remaining funds reprioritized in 2024 budget)	416,500	104,133	312,367
Public Works	Emerald Ash Borer	2020/21/22CB (on going)	493,600	146,852	346,748
Library	Computer Hardware	2020/21/23CB (project scope change in 2024 budget)	72,160	14,919	57,241
Library	Furniture & Equip -- Public Library	2020/21/23CB (Renovations underway. Alder/Makerspace)	62,085	16,686	45,399
Planning	Official Plan Review	2020/22/23CB	150,598	595	150,003

Table 2: Capital Projects in Progress as of Sept 30, 2023

Division	Capital Project Name	Authorization (Comments provided by Division)	Approved Funding	Total Cost	Difference
Wastewater	Digester No. 2 Refurbishment	2020/22/23CB (Contract awarded, Construction start Q4 2023)	5,230,000	559,286	4,670,714
Wastewater	Detritor Centre Unit Replacement	2020/22/23CB (Contract awarded, Construction start Q4 2023)	945,000	256	944,744
Facilities	HVAC System -- Town Hall	2020/22CB (Installation to occur in Q4)	225,000	45,226	179,774
Parks	Trail Development Plan -- Phase 2	2020CB (Boardwalk awarded, South side still to be tendered)	2,190,000	911,194	1,278,806
Water	Well 5/5A Variable Frequency Drive	2020CB (class EA process complete, part of GUDI Well Upgrades)	40,000	13,033	26,967
Parks	Karen Court Multi-Purpose Pad	2020CB (Complete, pending invoice	25,000	-	25,000
IT	Digital First Strategy	2020CB (multi-year project, in progress, reprioritized in 2024 budget)	678,000	237,808	440,192
Public Works	Rehab John Street Bridge	2020CB (on going, 2024 completion)	338,000	4,000	334,000
Public Works	Climate Change Risk Assessment	2020CB (on going, currently in later stages)	50,000	-	50,000
Facilities	Feasibility / Business Plan for Regional Recreation Facility	2020CB (RFP posted)	120,000	-	120,000
Recreation	Projector and drop-down screen for Saputo Ctr	2020CB (Under internal review)	15,000	-	15,000
Parks	Alexandra Park Developement Plan	2021/22/23CB (design in progress, reprioritized funding in 2024 budget)	450,000	4,477	445,523
Parks	Consulting & Redesign of Rebecca Hills Park	2021/22/23CB (in progress)	380,000	24,595	355,405
Facilities	Fan Coil Units	2021/22/23CB (project on pause)	180,000	58,948	121,052
Facilities	Lap Pool Liner Replacement Alder	2021/22/23CB, Motion 2021-271, 2021-402 and 2023-224	9,281,890	6,662,198	2,619,692
Facilities	Roof Top Unit Replacement	2021/22CB (in progress, waiting on further work in pool area)	1,000,000	827,115	172,885
Public Works	Recon - Church St.	2021/23CB (consultant chosen, design to start, construction 2024)	2,727,000	595,850	2,131,150
Facilities	Alder Multi Purpose Rooms Re-development	2021/23CB (RFP being written)	280,000	-	280,000
Water	Rehabilitation & Optimization of Existing Sources of Supply Study	2021/23CB (RFP to be reissued Q1 2024)	135,000	-	135,000
Transit	Meter Low Floor Buses and Route Expansion	2021CB (Council approval April 25, 2022)	1,265,910	-	1,265,910
Facilities	Red and Green Sprinkler Pipe replacement	2021CB (on going)	75,000	-	75,000
Library	Library Creation Lab (Makerspace)	2022 Grant (some equipment purchased)	30,400	12,035	18,365
Public Works	Holistic Condition Survey	2022/23CB - Motion 2023-236 (RFP issued, Q2 2024 completion)	300,000	-	300,000
Facilities	Alder Street Recreation Centre metal Roof Repairs	2022/23CB (complete, pending invoice)	228,000	79,350	148,650
Public Works	Recon - Ontario St. Victoria to Princess	2022/23CB (Construction 2024)	1,268,000	24,760	1,243,240
Water	Dudgeon Reservoir Structure Inspection	2022/23CB (Construction complete, warranty phase)	370,830	307,581	63,249
Parks	Kin Family Park Tennis / Basketball Courts	2022/23CB (currently being paved, completion in spring 2024)	155,000	53,960	101,040
Wastewater	Sewage Pumping Station - Pumping Equipment - Replacement	2022/23CB (Equipment to be purchased after WPCP Rehabilitation)	237,000	460	236,540
Facilities	WPCP Roof Projects	2022/23CB (In progress, multi year project)	248,108	214,796	33,312
IT	Security and Data Integrity	2022/23CB (Ongoing development of Strategy)	275,600	68,066	207,534
Public Works	Streetlights	2022/23CB (ongoing)	80,000	48,577	31,423
Water	Filter Media Rehabilitation	2022/23CB (Project to be grouped w/ UV replacements & VFD replacement, RFP to be issued Q4)	123,000	2,084	
Public Works	Recon - Victoria St. - Ontario to John	2022/23CB (RFP 2022, Construction 2024)	3,417,000	57,274	3,359,726
Library	Library Collections	2022/23CB (slowed with change in location)	235,569	126,458	109,111
Water	Well 10 Pump House Generator Replacement	2022/23CB (Work anticipated to start Q4)	134,000	-	134,000
Public Works	Purchase of Fork Lift	2022CB (awaiting delivery)	60,000	-	60,000
Public Works	Daisy Lane (Lane 6N2) Rehabilitation	2022CB (completed, pending invoice)	32,000	-	32,000
Public Works	Daisy Lane (Lane 6N3) Rehabilitation	2022CB (completed, pending invoice)	32,000	-	32,000
Public Works	Sidewalk installation 236 First Street	2022CB (completed, pending invoice)	130,000	22,720	107,280
Public Works	Sidewalk repairs	2022CB (Construction underway, ending Q4 2023)	100,000	-	100,000

Table 2: Capital Projects in Progress as of Sept 30, 2023

Division	Capital Project Name	Authorization (Comments provided by Division)	Approved Funding	Total Cost	Difference
Public Works	Planting of additional trees	2022CB (Continuous and ongoing)	90,000	34,111	55,889
Wastewater	Digester Heat Exchanger Pump Replacements	2022CB (Contract awarded, construction start Q4 2023)	112,000	-	112,000
Public Works	Replacement of 2012 vehicle - Truck 6	2022CB (Delivered, pending invoice)	88,000	-	88,000
Parks	Harvey Curry Community Garden	2022CB (In progress)	25,000	-	25,000
Public Works	Boulevard Tree Inventory and Analysis	2022CB (on going)	30,000	30,528	(528)
Public Works	C Line Box Culvert Rehabilitaiton	2022CB (Ongoing, completion in 2024))	446,000	28,561	417,439
Public Works	Replacement of Truck 2-Snow Plough	2022CB (PO issued, awaiting delivery mid 2024)	310,000	-	310,000
Facilities	Elevator and front desk Reconstruction - Public Library	2022CB (Q4 completion)	1,387,000	1,351,788	35,212
Recreation	Master Plan Implementation	2022CB (reprioritization of funding in 2024 budget)	90,000	20,648	69,352
Public Works	Operations Equipment	2023CB	70,000	60,401	9,599
Transit	Feasibility Study and Fleet Transition Plan	2023CB	104,100	21,782	82,318
Transit	Transit Shelters and Bus Stop	2023CB	40,000	35,214	4,786
Econ Dev	Tree Sculptures	2023CB (1 sculpture complete, 1 expected in Q4)	10,000	4,681	5,319
Wastewater	Sludge Transfer Well Rehabilitation	2023CB (add'l funding required in 2024 budget)	12,000	-	12,000
IT	Computer Hardware	2023CB (Annual refresh)	191,000	35,983	155,017
Facilities	Exterior Door & Frame Replacement - Alder	2023CB (awarded, installation Q4)	20,000	9,972	10,028
Parks	Lacrosse Storage Shed	2023CB (Awarded, Q4 completion)	55,000	175	54,825
Public Works	Traffic Signal Upgrades	2023CB (Complete, pending invoice)	184,000	-	184,000
Public Works	Rehab East Broadway, Townline to Third St	2023CB (Construction complete, pending invoice)	211,000	-	211,000
Water	Dawson Rd watermain extension from existing to Broadway	2023CB (Contract awarded, design underway)	66,000	-	66,000
Water	Watermain and Valve Replacement:Rotary Park	2023CB (Contract awarded, design underway, construction Q2 2024)	325,700	-	325,700
Wastewater	WPCP Optimization Study	2023CB (Contract awarded, study underway)	150,000	99,564	50,436
HR	Job Competencies Review	2023CB (delayed until Q1 2024)	30,000	-	30,000
Library	Library Alder Expansion Feasibility Study	2023CB (in combination with Facilities Feasibility Study)	100,000	-	100,000
Facilities	Tourism Second Floor Entrance	2023CB (in progress)	50,000	7,118	42,882
Parks	Soccer Netting	2023CB (in progress)	20,000	2,768	17,232
Cemetery	Archaeological Study and Disinterment	2023CB (Ongoing)	30,000	8,280	21,720
Facilities	Town Hall Evaporator/Chiller	2023CB (Planning, working with engineers)	175,000	-	175,000
Facilities	Town Hall Elevator	2023CB (Planning, working with engineers)	125,000	3,053	121,947
Econ Dev	Industrial Park Way-finding Signage	2023CB (Project scope change in 2024 budget)	30,000	814	29,186
Parks	Rotary Park Redevelopment	2023CB (RFP in progress)	1,000,000	-	1,000,000
Wastewater	Sanitary Sewer Rehabilitation Program	2023CB (Study underway)	300,000	5,846	294,154
Fire	Community Risk Assessment	2023CB (to be complete by July 1, 2024, RFP Awarded)	60,000	-	60,000
Water	South Sector Generator Replacement	2023CB (Work anticipated to start Q4)	98,000	-	98,000
Library	Library Modernization	2023CB (working on digital strategy)	20,000	1,217	18,783
Fire	Replacement of Fire Department Ladder Truck	2023CB and CMS-2023-013	2,635,632	1,424,640	1,210,992
Facilities	Alder Structural Assessment	Motion 2023-224	300,000	-	300,000
Public Works	Clocktower Repairs	Motion 2023-234 (in progress)	50,000	-	50,000
Public Works	Road Network Survey	Motion 2023-235 (completion Q4)	55,000	14,645	40,355
Cemetery	Columbarium Greenwood Cemetery	Motion 2023-272 (spring 2024 completion)	30,000	7,704	22,296
		Total Capital Projects in progress as of Sept 30, 2023	**92,374,453**	**26,193,432**	**66,060,105**

Table 3: Capital Projects To be initiated as of Sept 30, 2023

Division	Capital Project Name	Authorization (Comments Provided by Division)	Approved Funding
Water	Well 5 Building & Drainage	2014CB (will be done in conjunction with Well 5 Pumping Station)	455,000
Parks	New Skateboard Park - Alder	2017CB/Donations (on hold)	10,000
IT	Ind/Comm Fibre to the Business	2019CB (to be closed during 2024 budget process)	50,000
Corp	Enterprise Risk Management	2020/21CB (to be closed during 2024 budget process)	110,000
Water	Electrical & Mechanical Upgrades	2020CB (Engineering RFP to be issued by Q1 2024)	100,000
Facilities	AV System for Meeting Rooms -- Alder Rec Ctr	2020CB (on hold-pending outcome of Alder multi-purpose room re-development)	20,000
Parks	Artificial Turf Field Business Plan	2021CB (RFP in progress)	30,000
Public Works	SWM2 - Pond Retrofits	2022/23CB - Motion 2023-236 (pending Holistic Condition Survey)	880,531
Wastewater	Elevated Walkway	2022CB (2024 Completion after Clarifier 3 work is completed)	77,000
Committees	Community Diversity and Inclusion Strategy	2022CB (add'l funds being requested in 2024 budget)	10,000
Water	Filter PLC Project	2022CB (IT is managing this project)	375,000
Facilities	Evaporative Condenser Alder	2022CB (On hold major repairs completed early in the year that were delayed from 2021, add'l funding requested in 2024 budget)	120,000
Water	Disinfection - UV Replacements	2022CB (Project to be grouped w/ Filter media Rehab and VFD replacment and High Lift Pump Replacement - RFP to be issued Q4)	78,000
Public Works	John St at Townline Upgrades	2022CB (To be completed in 2024)	397,000
Public Works	Townline widening at Broadway	2022CB (To be completed in 2024)	750,000
Facilities	LMR	2022CB (to begin in 2024)	650,000
Parks	Play Structure Replacement - Rotary Park	2022CB (Working with Orangeville Rotary Club)	75,000
Planning	East and West Broadway Precinct Planning Study	2023CB	150,000
Public Works	Engineering Standards Update	2023CB	75,000
Public Works	Recon Cardwell St, Princess to Townline	2023CB (Construction in 2024)	103,910
Public Works	County Rd 16 & Hansen Blvd Traffic Signals	2023CB (Coordination with County)	200,000
Public Works	Recon - Dufferin St, John to Ontario	2023CB (Deferred to 2025)	90,000
Public Works	Recon Cardwell St, Princess to Dufferin	2023CB (Deferred to 2028)	66,090
Public Works	Green Street Rehabilitation	2023CB (Deferred)	154,000
Wastewater	Thickening Tank Centre Unit	2023CB (Engineering RFP to be issued Q2 2024, construction Q2 2025)	72,000
Wastewater	Sludge Storage Tank Rehabilitation	2023CB (Engineering RFP to be issued Q2 2024, construction Q2 2025)	150,000
Wastewater	Headworks - Pumping Equipment	2023CB (Equipment to be purchased after WPCP Rehabilitation)	16,000
Fire	Replacement of Deputy Chief's Command SUV	2023CB (in procurement stage)	17,000
Fire	Mini Pumper	2023CB (on hold due to constraints of current fire station; 2025/26)	45,000
Facilities	LED Lighting for Wells, Resrvoirs, Dundgeons.	2023CB (Planning stage)	30,000

Table 3: Capital Projects To be initiated as of Sept 30, 2023

Division	Capital Project Name	Authorization (Comments Provided by Division)	Approved Funding
Public Works	Flood Mitigation at the WPCP	2023CB (Planning stage)	200,000
Public Works	Public Works Shed	2023CB (procurement in Q1 2024)	100,000
Wastewater	MLR Pump Replacement Program	2023CB (Pumps not available, staff looking for alternative in 2024)	20,000
Facilities	Sound Attentuation various facilities	2023CB (reprioritized in 2024 budget)	40,000
Facilities	Hydraulic Person Lift - Alder	2023CB (reprioritized in 2024 budget)	58,000
Water	Portable Generator	2023CB (RFP for upgrades to be issued Q2 2024)	108,000
Water	High Lift Pump Rehabilitation/Replacement	2023CB (RFP to be issued Q4 2023)	675,000
Corp	Development Charge Study	2023CB (RFP to be issued Q4)	100,000
Transit	On-Demand Transit	2023CB (RFP to be issued Q4)	71,000
Parks	Play Structure Replacement - Walsh Crescent Park	2023CB (tender to be issued for spring 2024 installation)	70,000
Public Works	Rustic Crescent Rehabilitation	2023CB (to be completed in 2024)	276,000
Econ Dev	82-90 Broadway Redevelopment	2023CB (to be reprioritized in 2024 budget)	160,000
Library	Security Inventory System Library RFID	2023CB (working with IT, anticipate Q4 2023 or Q1 2024)	10,000
Facilities	WPCP LED Lighting	2023CB (Working with LAS on this project)	75,000
Parks	Off-leash dog park	Motion 2023-226	25,000
		Total Capital Projects to be initiated as of Sept 30, 2023	**7,344,531**

Report

Subject: **2023 Third Quarter Operating Fund Variance**

Department: **Corporate Services**

Division: **Finance**

Report #: **CPS-2023-086**

Meeting Date: **2023-11-27**

Recommendations

That report CPS-2023-086 regarding the 2023 Third Quarter Operating Fund Variance be received.

Background

The purpose of this report is to provide Council with a corporate summary of the operating financials for the period ending September 30, 2023, and to summarize significant variances that have been identified during the third quarter.

This report and the explanations provided are intended to highlight trends being monitored for Council's information and to address significant year-to-date ("YTD") variances.

While the variances mentioned below may not be indicative of future trends or variances for the remainder of the year, it is important to highlight the current variances to ensure that Council is aware.

Analysis

The YTD operating fund performance has resulted in a favourable variance of $5,740,912 or 68.9%. This has largely been due to less expenditures and internal transfers than expected.

The two (2) key areas for this variance are reserve transfers, which is a timing issue and will narrow as capital projects reach completion, and a significant gap in compensation expenditures. Compensation variances result from budgeting for staff positions at job rate, the timing of hiring newly approved or seasonal positions, and job vacancies. Further details are provided in the body of the report.

Appendix 1 – 2023 Third Quarter Operating Fund Variance provides a comparison of the actual operating results to the operating budget allocations as of September 30, 2023, by division.

Table 1 below summarizes the third quarter operating fund results by source. Significant divisional variances are highlighted below.

The consolidated YTD revenues are $2,291,231 or 4.1% below the third quarter YTD budget allocation. Having said that, revenues to date represent approximately 83% of the annual budget and are 5% higher than the third quarter for 2022.

The consolidated YTD expenditures show a variance of $6,205,669 or 13.8% lower than the third quarter YTD budget allocation. Expenditures to date represent approximately 65% of the annual budget and are 4% higher than the third quarter YTD of 2022.

The consolidated internal transfers to date are $1,826,474 or 57.7% lower than the third quarter YTD budget allocation. The main drivers behind this variance are reserve and capital transfers. These types of transfers only occur when funding is needed.

Table 1 – 2023 Third Quarter Operating Fund Variance by Source

	YTD Actuals	YTD Budget	YTD Variance in dollars	YTD Variance %	Annual Budget
	Millions				Millions
Revenues	$54.1	$56.4	$(2,291,231)	(4.1)%	$65.5
Expenses	$(38.7)	$(44.9)	$6,205,669	13.8%	$(59.3)
Internal Transfers	$(1.3)	$(3.2)	$1,826,474	57.7%	$(6.2)
Total Operations	**$14.1**	**$8.3**	**$5,740,912**	**68.9%**	

For reference, revenues higher than budget and expenses less than budget result in a positive (+) variance, and revenues less than budget and expenses higher than budget result in a negative (-) variance.

Significant divisional variances that are greater than 15% are highlighted below:

$85,638 **Committees** – The main cause of this favourable variance from the budget is due to the absence of spending across several committees. Out of ten (10) active committees, the Access Orangeville Committee, Honours Committee, Sustainable Orangeville, and the Police Service Board are the only committees to have drawn upon their YTD funding allocations.

($181,104) **Administration** – This variance is due to a combination of additional compensation costs and under spending in other areas of administration.

$1,602,098 **Corporate Allocations** – While this variance is just 4.2%, it is worth noting the following significant favorable variances:

- $859K in budgeted new debt that has not been incurred;
- $331K variance in tax write-offs;
- Additional $87K in penalties & interest on taxes.

A portion of this favourable variance has been offset by an unfavorable variance of $225K in investment income due to timing of transfers. Most variances in Corporate Allocations are due to timing and will narrow by year end. However, the variances in debt payments will remain.

$61,677 **By-Law Enforcement** – This favourable variance is driven by an increase of $15K in parking fines, $19K less in professional fees, and $25K above forecast in the collection of POA fines.

$183,547 **Clerks** – The main driver of this favourable variance is compensation costs approximately $275K below the third quarter YTD allocation due to unfilled contract positions. There was also an increase in administrative revenue of approximately 16K above the third quarter YTD forecast.

($229,137) **Information Technology** – This unfavorable variance was driven by a number of factors: $88K in security & data protection; $52K software agreements; $51K video surveillance maintenance; and $46K in computer operations & supplies. A comprehensive of IT costs has been undertaken in advance of the 2024 budget and updated multi-year forecast.

$99,436 **Crossing Guards** – This majority of this variance is driven by compensation costs being $93K below the division's YTD allotment. This program has been short staffed with the supervisor covering shifts where necessary.

$90,376 **Economic Development & Culture** – This favourable variance is being driven by a difference in compensation of $30K, timing of grant disbursements for Starter Company and Summer Company, and the opportunistic addition of the $21K Digital Main Street Program grant to the 2023 budget.

$777,100 **Facilities** – The majority of this favorable variance is due to being below Alder's YTD allocation for operations and management by $654K and being below the division's allocation for YTD compensation by $261K.

$270,769 **Recreation & Events** – Aquatics programming costs across Tony Rose and Alder are $142K lower than budget due to the ongoing pool closures. Program registration for summer camps was $60K higher while

compensation costs for summer camps were $68K lower than the YTD allotment.

$363,255 **Library** – Compensation was below the YTD budget allocation by $163K and was the largest driver towards this variance. Facilities management was the next largest driver, being $37K below the budgeted level. These variances are largely due to the renovations and closure of the Mill Street Library. The expectation is that this will quickly change with the re-opening of the Mill Street facility.

$771,156 **Public Works** – Due to the significant size of this division, there are many factors that contributed to this variance.

- Compensation is below YTD target by $100K due to job vacancies;
- Parking agreement revenue from Metrolinx in the amount of $39K was received;
- Salt and sand related costs are down $459K due to timing of delivery of supplies and contracts;
- Sidewalk and street lighting costs are a combined $180K below the YTD target;
- Catch basin, resurfacing, and winter control administration costs are currently a combined $364K below target.

These favourable variances are slightly offset by an increase in overhead costs of $265K and snow removal costs of $123K.

$56,720 **Cemetery** – Variances in this division are due to unpredictable timing and use of services by the community as well as the Town. Expenses and corresponding revenues predominantly occur in the warmer months. There was an increase in revenue of $48K above the YTD forecast due to additional demand for services from the community.

$(276,041) **Transit** – This variance is driven by a decrease in revenue and external cost recoveries of $38K. There was also an increase in demand for outside services of $79K above the YTD allotment. Fleet management has witnessed an increase in costs of $62K.

Non-Levy Funded variances in excess of 15% are outlined below:

($53,934) **Building** – This variance is due to $47K less in building permit revenue than forecasted. This is reasonable given we cannot accurately estimate the number of permits required each year or market conditions such as the prevailing interest rate. Compensation costs were $45K below the YTD allotment but were offset by a collective set of other minor variances.

$1,026,658 **Water** – While revenues were down $925K, this unfavourable variance was more than offset by a variety of other reductions in costs. The largest driver of this difference was compensation at $341K, as there were various vacant positions through the quarter. The variance in compensation is expected to remain till the end of the year. Water and sewer reading costs were $52K lower than budget, as well as $15K less in insurance deductibles. Water supply hydro was $63K below its allotment while SCADA costs were $162K below the YTD budget. There will continue to be minimal SCADA costs until the end of the year.

$534,878 **Wastewater** – There were a variety of drivers for this favourable variance. Compensation for the division was $90K lower than budget. Biosolids disposal and chemical costs were a combined $106K below their YTD allotments, while facilities management fees were $147K lower. Overhead, sanitary sewers, and SCADA combined for a 275K deficit in costs.

Overall, the 2023 third quarter **favourable** operating fund variance of $5,740,912 is stable. The third quarter variance is not indicative of a trend and is subject to change. The financial position of the Town will continue to change throughout the balance of the year due to factors such as weather-related activity, utility and fuel usage, tax write-offs, position vacancies and development activity.

Reporting quarterly on the operating fund variance supports Council in achieving its fiduciary responsibilities to monitor and report on corporate performance in accordance with the Town's Strategic Plan.

Strategic Alignment

Strategic Plan

Strategic Goal: Future-Readiness

Objective: Due Diligence – confirm applicable governance and policy regimes

Sustainable Neighbourhood Action Plan

Theme: N/A

Strategy: N/A

Notice Provisions

None

Financial Impact

There is a favourable variance of $5,740,912 at the end of September 30, 2023, however this is expected to narrow by the end of the year. If achieved, any remaining surplus at year end is transferred to the general capital reserve. The funding within this reserve is critical to the sustainability of the Town's long-term infrastructure financing plan and asset management program.

Respectfully submitted

Patrick Kelly, CPA, CMA
Treasurer, Corporate Services

Reviewed by

Mandip Jhajj, CPA, CGA
Deputy Treasurer, Corporate Services

Prepared by

Rocky Kaura
Financial Analyst – Operations, Corporate Services

Attachment(s): 1. 2023 Third Quarter Operating Fund Variance

Attachment 1. 2023 Third Quarter Operating Fund Variance

Operating Fund Variance by Division

For the period ending September 30, 2023

	September 2022 YTD Actuals	September 2023 YTD Actuals	September 2023 YTD Budget	YTD Budget $ Variance	YTD Budget % Variance	Annual 2023 Budget	2023 Budget Remaining	2023 Budget % Remaining
Council	255,610	282,419	293,408	10,989	4%	$391,210	$108,791	28%
Committees:								
Access Orangeville Committee	1,128	2,291	18,761	16,470	88%	25,015	$22,724	91%
Emergency Committee	-	-	7,650	7,650	100%	10,200	10,200	100%
Heritage Orangeville	645	40	7,504	7,464	99%	10,005	9,965	100%
Honours Committee	-	250	1,500	1,250	83%	2,000	1,750	88%
Sustainability Action Team (OSAT)	8,746	15,875	22,500	6,625	29%	30,000	14,125	47%
Mayor's Youth Advisory Council	-	-	3,750	3,750	100%	5,000	5,000	100%
Seniors Advisory Forum	-	-	3,750	3,750	100%	5,000	5,000	100%
Homelessness Task Force	-	-	3,750	3,750	100%	5,000	5,000	100%
Equity Diversity and Inclusion	-	-	7,500	7,500	100%	10,000	10,000	100%
Police Service Board	47,578	59,046	86,475	27,429	32%	113,318	54,272	48%
Committees Sub-Total	**58,097**	**77,502**	**163,140**	**85,638**	**52%**	**215,538**	**138,036**	**64%**
Administration	330,165	510,196	329,092	(181,104)	(55%)	428,388	(81,808)	(19%)
Corporate Allocations	(35,758,497)	(40,061,538)	(38,459,439)	1,602,099	(4%)	(35,974,406)	4,087,132	(11%)
Ontario Provincial Police	6,341,749	5,625,912	6,246,437	620,525	10%	8,378,497	2,752,585	33%
Corporate Services								
By-Law Enforcement	243,517	274,866	336,543	61,677	18%	447,654	172,788	39%
Clerks	579,833	544,193	727,740	183,547	25%	938,348	394,155	42%
Communications	359,277	353,991	353,979	(12)	(0%)	462,584	108,593	23%
Human Resources	624,739	592,211	685,890	93,679	14%	890,560	298,349	34%
Finance	930,653	1,072,404	1,208,829	136,425	11%	1,578,556	506,152	32%
Information Technology	1,381,013	1,607,778	1,378,641	(229,137)	(17%)	1,692,548	84,770	5%
Community Services								
Crossing Guards	255,701	270,342	369,778	99,436	27%	481,024	210,682	44%
Economic Development & Culture	359,337	435,489	525,865	90,376	17%	728,898	293,409	40%
Facilities	1,739,861	1,419,567	2,196,667	777,100	35%	2,610,068	1,190,501	46%
Parks	741,825	811,622	898,640	87,018	10%	1,156,138	344,516	30%
Recreation & Events	672,441	922,904	1,193,673	270,769	23%	1,432,900	509,996	36%
Fire	2,922,830	3,847,158	3,381,193	(465,965)	(14%)	4,370,876	523,718	12%
Library Services	1,431,556	1,277,168	1,640,423	363,255	22%	2,112,257	835,089	40%
Infrastructure Services								
Planning	185,026	393,263	444,213	50,950	11%	576,116	182,853	32%
Public Works	3,404,349	3,446,514	4,217,670	771,156	18%	5,828,125	2,381,611	41%
Capital Works	-	296,245	320,456	24,211	8%	415,719	119,474	29%
Cemetery	(20,340)	(60,834)	(4,114)	56,720	(1,379%)	1,785	62,619	3,508%
Transit	442,220	896,937	620,896	(276,041)	(44%)	836,615	(60,322)	(7%)
Building	139,182	94,879	40,945	(53,934)	(132%)		(94,879)	
Water	1,061,043	225,639	1,252,297	1,026,658	82%		(225,639)	
Wastewater	1,548,833	769,034	1,303,912	534,878	41%		(769,034)	
Total Operations	(9,769,980)	(14,074,139)	(8,333,226)	5,740,913	(69%)	(1)	14,074,138	

Report

Subject: **Committee Appointment – Credit Valley Conservation**

Department: **Corporate Services**

Division: **Clerks**

Report #: **CPS-2023-088**

Meeting Date: **2023-11-27**

Recommendations

That report CPS-2023-088, Committee Appointment – Credit Valley Conservation, be received;

And that Council appoint Councillor Andy Macintosh to the Credit Valley Conservation Board.

Background and Analysis

The purpose of this report is to obtain Council direction with respect to the appointment of a Council member to the Credit Valley Conservation Board.

On January 23, 2023, Councillor Stevens was appointed to the Credit Valley Conservation Board but is no longer able to serve on that board due to scheduling conflicts.

Councillor Macintosh has indicated that he is available to serve as a member of this board.

Upon Council's direction of an appointment, staff will communicate this appointment to the Board.

Strategic Alignment

Strategic Plan

Strategic Goal: Corporate Capacity

Objective: Collaboration

Sustainable Neighbourhood Action Plan

Theme: Natural Resources and the Environment

Notice Provisions

N/A

Financial Impact

The budgeted allocation to the Credit Valley Conservation Authority was $158,975 in 2023, and is included within the Corporate Allocations budget.

Respectfully submitted	Prepared by
Chris Moore Acting General Manager, Corporate Services	Tracy Macdonald Deputy Clerk, Corporate Services

Attachment(s): None

Subject: New Response Completed for Proclamation Request
Date: November 6, 2023 2:13:09 PM

Hello,

Please note the following response to Proclamation Request has been submitted at Monday November 6th 2023 2:11 PM with reference number 2023-11-06-006.

- **Organization or Business Name**
  Protect Your Finances

- **Date that proclamation event is to begin**
  2023-11-1

- **Date that proclamation event ends**
  2023-11-30

- **Will you be requesting a community flag raising? If you answer yes, please provide additional details in the section below.**
  No

- **Proclamation name, details and event information**
  In March 2012, Parliament of Canada designated November as Financial Literacy Month in Canada. During Financial Literacy Month, Financial Consumer Agency of Canada (FCAC) engages with Canadians while working together with organizations from the private, public and non-profit sectors to strengthen financial literacy of individuals and families in building financial resilience.

  Financial Literacy Month focuses on advancing the National Financial Literacy Strategy 2021-2026 in helping Canadians build financial resilience, so they are able to navigate financial decisions in challenging times and a digital economy. All stakeholders in the financial ecosystem have a key role in helping reduce barriers, catalyze action and working together in collectively building financial resilience.

  I'm respectfully asking the Town of Orangeville to recognize the important of Financial Literacy through proclamation for the month of November, and to encourage residents to seek out tools and resources in building financial resilience in the local community (ie.

library, financial advisors, financial planners) or through the Financial Consumer Agency of Canada (FCAC) (https://www.canada.ca/en/financial-consumer-agency.html).

- **Contact Name**
  Ken Krakar
- **Email address**
  [redacted]
- **Phone Number**
  [redacted]

[This is an automated email notification -- please do not respond]

MINUTES – OBIA Board of Management Meeting

Thursday, September 21st, 2023, at0700
Electronic Meeting conducted via Teams/Zoom.

Accessibility information and how to attend this & future meetings can be found at:
https://downtownorangeville.ca/wp-content/uploads/2023/01/Public-Meeting-Info.pdf
or by telephone at 519 942-0087.

Members: M. Beattie, R. Hough, S. Koroscil, B. Luhar, D. Nairn, J. Patterson, T. Taylor, B. Zarlenga
Regrets: T. Brett
Delegates: Matthew Mair, Planner | Town of Orangeville

1. Call to Order – 7:03 am
2. Approval of Agenda
   Moved by D. Nairn, T. Taylor **Carried.**
   Motion to approve the Agenda for the September 21st OBIA Board Meeting.
3. Declaration of Pecuniary Interest – None.
4. Attendance – As listed above.
5. Land Acknowledgement – We acknowledge the treaty lands and territory of the Williams Treaty Nations and Mississaugas of the Credit First Nation. We recognize that Dufferin County is the traditional territory of the Wendat and Haudenosaunee and home to Indigenous people today.
6. Minutes
   Moved by J. Patterson, D. Nairn **Carried.**
   Motion to approve the OBIA Board Minutes of July 20th, 2023.
7. CIP Program – Matthew Mair, Planner | Town of Orangeville provided an overview of the CIP project and the final CIP.
   Moved by D. Nairn, J. Patterson **Carried.**
   Motion to appoint S. Koroscil as the OBIA representative on the Community Improvement Committee.
8. Broadway Paving Project Update – Project is on schedule for mid/late September.
9. Winter Light Displays Update – J. Patterson confirmed that the Orangeville Legion has no objection to the winter light displays before Remembrance Day. Staff has ordered new lights and has confirmed installation.
10. Trademark Update – Staff reported on legal advice and will reach out to the Town about registering a downtown trademark on the BIA's behalf. Alternatively, staff could draft a policy for 3rd party use of the OBIA logo and promotional materials.
11. Boo on Broadway & Joy & Lights Tree Lighting Event Overviews – Staff provided planning update.
12. Orangeville Blues & Jazz Festival Meeting Outcome – Overview of the meeting was provided. Engaging businesses and encouraging participation is key to creating a positive economic impact for downtown businesses. Blues & Jazz Festival representatives will reach out to restaurants to get a better understanding of the restaurant festival experience. Staff directed to draft a program to encourage retail engagement that includes subsidized vendor spaces. Staff to draft letter to Council requesting financial support for this program.
13. Staffing Update – Reallocation of duties with remaining staff is working well. Ambassador is working full time hours and will start receiving full time reimbursement levels for cell phone and internet expenses.
14. Staff Reports
    14.1. Better Together Task Force Report

14.2. GM's Report
14.3. Event Report(s)
14.4. Ambassador / Marketing Report
14.5. Farmers' Market Report
14.6. Financial Report

Moved by T. Taylor, R. Hough **Carried.**

Motion to receive the September 2023 staff reports.

15. New Business – None.

16. Adjournment – 8:40am

Moved by D. Nairn, R. Hough **Carried.**

Motion to adjourn at 8:40 am. Next meeting is scheduled for Thursday, October 19th at 7 am via Teams.

Minutes of Access Orangeville

October 12, 2023, 10:00 a.m.
Electronic and In-Person Participation - Access Orangeville
The Corporation of the Town of Orangeville
(Chair and Secretary at Town Hall - 87 Broadway)
Orangeville, Ontario

Members Present:	Councillor Stevens
	J. Jackson
	K. Van Ryn
	P. Charbonneau
	R. Ugolini
	W. Cook
Staff Present:	J. Rawn, Executive Assistant, Infrastructure Services
	N. Leece, Legislative Assistant
	S. Doherty, Manager, Recreation and Events
	T. Dulisse, Manager, Transportation and Development

1. Call to Order

Councilor Stevens called the meeting to order at 10:02 a.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None.

3. Adoption of Minutes of Previous Meeting

2023-023
Moved By J. Jackson

That the minutes of the following meeting are approved:

2023-09-14 - Access Orangeville Minutes

Carried

3.1 2023-09-14 - Access Orangeville Minutes

4. Presentations

None.

5. Items for Discussion and Reports

5.1 Committee Member Updates

2023-024
Moved By P. Charbonneau

That the Committee acknowledge the resignation of James Newton.

Carried

5.2 Transit Updates

Tony Dulisse, Manager, Transportation & Development shared that on October 2nd, the new Transit Hub officially launched at 30 Centre Street. Mr. Dulisse also explained that On Demand functionality is still in progress. The Committee discussed the timing of buses within the application, at times the application is not accurate. Mr. Dulisse advised that the posted schedules are the most reliable to reference.

The Committee discussed consultation and community engagement requirements for the On Demand functionality, requesting it be ensured that appropriate groups are consulted. Mr. Dulisse advised that community engagement is a component of the On Demand Request for Proposal (RFP).

Note: Mr. Dulisse to ensure the Access Orangeville Committee is consulted as part of the On Demand RFP.

5.3 Town Website - Accessibility Page

Sharon Doherty, Manager, Recreation and Events advised there are website updates still to be completed.

5.4 Committee Workplan

Sharon Doherty, Manager, Recreation and Events advised research and benchmarking is ongoing for the Committee Workplan.

Note: Ms. Doherty to bring a Workplan for Committee review to the next meeting.

The Committee discussed supporting a Resource Fair.

6. Correspondence

None.

7. Announcements

Kimberly Van Ryn shared her regrets for the December meeting.

Tony Dulisse, Manager, Transportation & Development shared an update on an Accessible parking spot at Mill Street.

8. Date of Next Meeting

The next meeting is scheduled for Thursday November 9th at 10:00 a.m.

9. Adjournment

2023-025
Moved By P. Charbonneau

That the meeting be adjourned at 10:53 a.m.

Carried

Minutes of Age Friendly

October 17, 2023, 1:00 pm
Electronic and In-Person Participation - Age Friendly
The Corporation of the Town of Orangeville
(Chair and Secretary at Town Hall - 87 Broadway)
Orangeville, Ontario

Members Present:	Councillor Macintosh A. Aguanno C. Hamilton L. Banks M. Chapman V. Petho
Members Absent:	K. Jack
Staff Present:	N. Leece, Legislative Assistant S. Doherty, Manager, Recreation and Events

1. Call to Order

Councilor Macintosh, Chair, called the meeting to order at 1:02 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None.

3. Adoption of Minutes of Previous Meeting

2023-11
Moved By M. Chapman

That the minutes of the following meeting are approved:

2023-09-19 Age Friendly Minutes

Carried

3.1 2023-09-19 Age Friendly Minutes

4. Presentations

None.

Note: Councilor Macintosh left the meeting after this item and Cheryle Hamilton chaired the meeting.

5. Items for Discussion and Reports

5.1 2024 Workplan

Sharon Doherty, Manager, Recreation and Events, provided an overview of the Committee Workplan. Ms. Doherty and Cheryle Hamilton to attend Council on Monday November 13, 2023, to speak to the Workplan.

2023-12
Moved By M. Chapman

That the Committee approve the 2024 Workplan presented at the October 17, 2023 Age Friendly Meeting.

Carried

6. Correspondence

None.

7. Announcements

The Committee discussed several Senior organizations within the Community and associated programming activities.

Mike Chapman shared that he will be doing a live interview with a Rogers TV program called Art of Culture.

Note: Transit to be added as an Agenda topic at the next Committee meeting.

8. Date of Next Meeting

The next meeting is scheduled for November 21, 2023, at 1:00 p.m.

9. Adjournment

2023-13
Moved By C. Hamilton

That the meeting be adjourned at 1:37 p.m.

Carried

Minutes of Homelessness Task Force

October 18, 2023, 7:00 p.m.
Electronic and In-Person Participation - Homelessness Task Force
The Corporation of the Town of Orangeville
(Chair and Secretary at Town Hall - 87 Broadway)
Orangeville, Ontario

Members Present:	R. Alvarez Councillor Andrews T. Carter Councillor Sherwood
Members Absent:	E. Dunn E. Goodyear T. Grabb

1. Call to Order

The meeting was called to order at 7:01 p.m.

2. Disclosures of (Direct or Indirect) Pecuniary Interest

None

3. Adoption of Minutes of Previous Meeting

2023-007
Moved By T. Carter

That the minutes of the following meeting are approved: September 20, 2023

Carried

4. Presentations

5. Items for Discussion and Reports

5.1 Dufferin Men's Shelter

Chair Andrews provided an update on behalf of Vice-Chair Goodyear. Mr. Keith Ward is now the new Chair for Choices Youth Shelter and Dufferin Men's Shelter. Mr. Ward has an extensive resume in dealing with shelters and social service and he supports development and stabilization of the programs. The Board has been expanded, and now has 8 members. Jamie Edge is the new Executive Director with a background in human resources and grant writing. Vice-Chair Goodyear is no longer the Executive Director and there will be a transitional period after which time she will be stepping down completely from the role. Currently there are 17 men in the shelter (all Dufferin County residents) and they are trying to get housed. The shelter is working with Dufferin County to meet all criteria for the emergency funding. The shelter is also receiving donations from community members, and will receive funds from the Rotary Event being held October 21, 2023. The shelter is setting up a Fundraising Committee and all members of the community are welcome to join.

H. Savage discussed the issue of encampments on public property and the complaints received which are referred to OPP. The Town has advised the OPP of the areas where there are encampments, or individuals sleeping outside of storefronts, and the OPP have confirmed that they are aware of and working with those individuals (wellness checks, etc.).

Town staff have been handing out cards to those homeless/near homeless individuals with all contact information of support agencies for those that show up at our facilities. Staff is aware of the R-Zone which is a policy enacted to ensure staff is safe at all facilities.

5.2 County of Dufferin Emergency Services - Support Trailers

On September 29, 2023 Chair Andrews and Councillor Macintosh attended the unveiling of the emergency shelters trailer. Eight trailers have been provided (trailer for each municipality) and these trailers will provide short term relocation of individuals during emergencies (snow, flooding, accidents). The trailers include 15 cots and comes equipped with blankets, sustainable items including food, etc. The trailer can be transported to different areas of Town, but will likely be located behind Alder or Town Hall. At this point Chair Andrews was not sure if it could be used for private purposes or shared.

5.3 Town of Orangeville Official Plan

Chair Andrews discussed the meeting held with the B. Ward, Manager of Planning and H. Savage. The meeting was to discuss the Official Plan and to look at different ways to approach the homelessness/near homelessness issues facing the Town and the lack of affordable housing.

B. Ward advised municipalities are trying to meet the need of housing, but there is still an absence of enough housing. There are alternative ways of supporting more housing including garden suites/in-law suites/garden sheds; however the Building Code does not allow certain sized sheds to be an occupied shelter.

While the Town does face challenges with the Official Plan, there is still an opportunity to change it in order to benefit the homeless/near homeless population.

When looking at the definition of affordable housing, "SHIP" indicates that it is a 400 sq ft home or less, and the price point for the new units being built on First Street, would be less than $1000 per month, but an application will be required.

The Town needs to educate the community on creating legal basement apartments, or introduce an incentive to have homeowners turn their illegal basement apartments into legal ones. Another option is to rent rooms within someone's home. Another option is to look at an asset that the Town has (land) and look at other alternatives for housing (Tiny Homes).

Chair Andrews and H. Savage indicated planning staff will bring two amendments to Council - add accessory units (planning act has done it but we need to do the by-law) and change zoning for accessory units. Suggested that the planning department tap into other municipalities and see what the are doing and how are they dealing with these issues.

The planning department is currently preparing an inventory of land available and land acquisition strategy in the Town, and the committee has requested this information once it is available.

The committee agreed to create an affordable housing sub-committee to assemble individuals to come up with some answers and maybe get some unique perspectives on how to tackle this issue (i.e. vacant lots - people need to potentially be taxed for vacant lands to encourage development; campaign to explain "additional housing". Explain what is a legal accessory unit and send out building inspector to assist on how to make separate living areas legal).

5.4 2023/2024 Workplan Final Review

H. Savage provided a presentation on encampments.

The Committee agreed to make the Affordable Housing sub-group an Affordable Housing and Encampment sub-group to be added to the workplan.

T. Carter suggested that the focus of the committee still needs to be on the shelter and looking for solutions, and that money is required for these shelters to be successful.

An invite to be sent to Anna McGregor (and anyone else she would like) to attend the December meeting. Action item for the committee members to prepare some questions for Anna McGregor and bring those questions to the November meeting so that we are prepared.

E. Goodyear available to present the workplan/report to Council.

T. Barry to send out a meeting invite to he entire Committee to attend the council meeting where the workplans are presented.

5.5 Community Cold Weather Support

Defer to next meeting.

6. Correspondence

None

7. New Business

None

8. Date of Next Meeting

The next meeting is November 15, 2023 at 7:00 p.m.

9. Adjournment

The meeting adjourned at 9:00 p.m.

Report

Subject: **Out of the Cold Program: 2023-2024 Season**

Department: **Community Services**

Division: **CMS**

Report #: **CMS-2023-048**

Meeting Date: **2023-11-27**

Recommendations

That report CMS-2023-048, Out of the Cold Program: 2023-2024 Season be received;

And that Staff be authorized to work with community partners to designate one non-profit organization to host the Out of the Cold Program for the 2023 – 2024 season;

And that an upset limit of $30,000 to fund 50% of the operating costs of the Out of the Cold Program, 2023-2024 season, be funded through the 2024 Community Grant Program;

And that Council pass a by-law authorizing the Mayor and Clerk to sign the Out of the Cold Service Agreement on behalf of the Corporation of the Town of Orangeville.

Background and Analysis

On April 26, 2021, Council arranged for a Men's Homelessness Committee to explore homelessness challenges specific to males; determine gaps in service and opportunities to fill those gaps. On January 24, 2022 the committee provided its recommendations through Report CPS-2021-086. One of the recommendations was to create warming centres when the temperature falls below -6˚C.

The Committee engaged in discussions with the County of Dufferin, neighbouring municipalities/regions and related community agencies and determined efforts needed to be directed at an emergency shelter, typically known on a national level as an "Out of the Cold" (OOTC) program.

It was noted that warming centres are provided during facility operating hours, however, an Out of the Cold facility is a temporary emergency shelter, set up in collaboration with other agencies on an overnight basis.

In 2022, The Town and the County entered into an agreement with Dufferin Youth Shelter ("Choices") to house an Out of the Cold program. At the time, Choices was preparing to open a men's emergency shelter which could be used to support OOTC. The program successfully operated from December 2022 to April 2023.

2022-2023 Arrangements

Originally Choices was allocated $30,000 to operate the Out of the Cold program for the 2023 season (January to April and November to December), as part of the "corporate allocations for community organizations requiring predictable funding over longer periods", (January 17, 2023 Council meeting). However, there was no Council resolution to formally allocate the proposed $30,000, as discussed at this meeting.

Staff returned to Council in April 2023 and requested approval to fund the OOTC program in the amount of $11,000 for the December 2022 to April 2023 winter season only, and propose follow-up discussions with the County, Community Services Department and Choices take place, to plan for the 2023-2024 season.

This direction intentionally delayed the approval of the additional $30,000 in hopes of giving the partners a chance to debrief and analyze the outcomes of the 2023 Winter program, and to develop a more informed funding model for future seasons.

2023-2024 Proposed Direction

In May of 2023 Town and County Staff met with Choices and discussed the 2022-2023 season, specifically what worked and what did not work. Choices agreed to submit a detailed budget outlining actual costs and translate that information to a proposed 2023-2024 financial plan.

Change in leadership at Choices has delayed the submission of a 2023-2024 financial plan and recently Choices informed Town and County staff that they do not have the capacity to host the OOTC program this season. The Men's Shelter is now fully operational and at its highest occupancy rate since opening the doors in March.

County and Town Staff, along with Mayor Post met with members of the New Hope Community Church (Salvation Army) to gauge their capacity to host the OOTC program and unfortunately, they currently do not have enough staff and volunteers to house the overnight program. Discussions will continue with non-profit organizations to hopefully secure a local OOTC program before the temperature drops below -6 degrees.

Once an organization is secured, the Town will enter into an agreement, complete with a program funding model, for the 2023-2024 winter season. Note, the County will execute a separate agreement with the organization. When OOTC wraps up in April

2024, all parties will evaluate the program, make any necessary adjustments and ideally enter into a longer-term agreement that offers stability to the program and to the service providers.

Strategic Alignment

Strategic Plan

Strategic Goal: Community Vitality

Objective: Well-Being – Support citizen and staff health, security, and well-being

Sustainable Neighbourhood Action Plan

Theme: Social wellbeing

Strategy: Contributing to County initiatives that address poverty and homelessness at the source.

Notice Provisions

N/A

Financial Impact

Town Council committed funding to Choices for Youth to support the Out of the Cold program in the amount of $11,000 for the 2023 season. This funding came from the Community Grant Program.

The County of Dufferin also contributed $11,000 for a total of $22,000 dollars to publicly fund the OOTC program. This funding covered, bedding, meals, and staffing.

Staff are requesting an upset limit of $30,000 to secure a community partner to host the OOTC program. This amount is in line with Council's original funding allocation dating back to the January 2023 Council meeting. The County of Dufferin is proposing to commit matching funding for this program.

The proposed allocation would be funded through the 2024 Community Grants program, representing a $19,000 incremental increase over the 2023 allocation.

Respectfully submitted

Heather Savage
GM, Community Services

Prepared by

Heather Savage
GM, Community Services

Attachment(s):

N/A

Report

Subject: **2024 Municipal Budget**

Department: **Corporate Services**

Division: **Finance**

Report #: **CPS-2023-089**

Meeting Date: **2023-11-27**

Recommendations

That report CPS-2023-089, regarding the 2024 Municipal Budget, be received.

Background

On August 14, 2023, staff provided Report CPS-2023-050 “Budget 2024 Schedule and Direction” to Council, seeking direction and approval for some key assumptions used in preparing the budget. Since that time, staff have worked collaboratively on bringing forward a 5-year Operating Budget and a 10-year Capital Budget for consideration and deliberation.

Approval of the Capital Budget and endorsement of the 10-year capital forecast will be sought at a meeting to be held on December 4, 2023. The operating budget and consolidated budget will be presented for consideration and approval on December 5, 2023.

Analysis

Guiding Principles assist in the process of formulating the annual budget, overseeing its implementation, and ensuring its alignment with strategic goals. The following principles were established for the 2024 Budget:

1. Accountability and Transparency
2. Fiscal/Asset Management
3. Inflationary Pressures
4. Balance Property Tax vs Rate-Based
5. Growth pays for Growth
6. Modernization and Efficiency

Improvements to Budget 2024

In preparing the 2024 Municipal Budget, several improvements were made in an effort to provide greater clarity to Council and the community on cost drivers. Those improvements include the removal of inter-departmental charges for all tax levy funded divisions, the centralization of IT costs, the reallocation of General Manager and Executive Assistants salaries to the Administration division, and the reallocation of Customer Service Representative salaries to the Finance division.

Key Budget Pressures

A number of factors are included within staff analysis and projections throughout the budget process. Below is a list of key budget pressures that were considered in developing projections for the current year, and across the multi-year budget.

1. Inflation – While the global inflationary increases seem to be slowing down, the impacts are still being felt. The latest CPI data release remained in excess of 3% with the October calculation showing 3.1%. Having said that, the majority of the Town's budget is allocated to infrastructure costs which has seen a significantly higher inflation rate than the traditional consumer price index.
2. Staffing resources – the Town is undergoing an organizational review. New staffing requests have been provided for within the corporate allocations division, pending the outcome of the review.
3. External government funding – We are seeing fewer government funding programs available for municipalities. Municipalities are being forced to become more reliant upon own-source revenues.
4. Service level expectations – Service level expectations from the community are growing faster than resources (financial and human) can support, creating a gap in service delivery.
5. Capital funding increases – significantly more funding is required in order to maintain existing infrastructure to a safe and reliable state, and to build capacity for future initiatives.

Key Budget Assumptions

The projected levy adjustment has been achieved inclusive of the following key assumptions:

1. Reduction in OPP billing – As projected at it's inception, the end of the 3-year transition period has resulted in significant annual savings of approximately $4.0M
2. Stable, reliable and predictable funding via the Canada Community Building Fund (CCBF) and Ontario Community Infrastructure Fund (OCIF) will continue for 2024
3. Market adjustments in the 10-15% range for insurance and commodity pricing (fuel, hydro, natural gas)

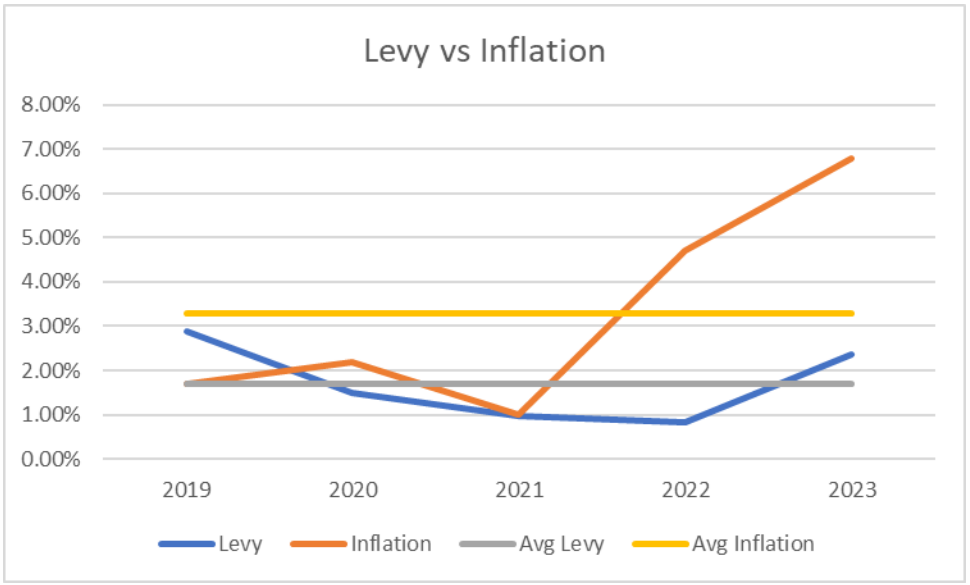
4. Modest assessment growth projected at 0.5%, generating an additional $199,510 in funding.

Tax Levy Increase

Staff have proposed a net levy increase of 4.50%, or $1,793,967, for Council's consideration. It is critical for Council and the community to note that in an effort to maintain a "reasonable" tax levy increase, staff have deferred a significant number of service level changes (staffing), deferred or recalibrated numerous capital initiatives, and deferred program service level enhancements, such as a stormwater management program, road resurfacing program, watermain rehabilitation program and other recreational facility upgrades.

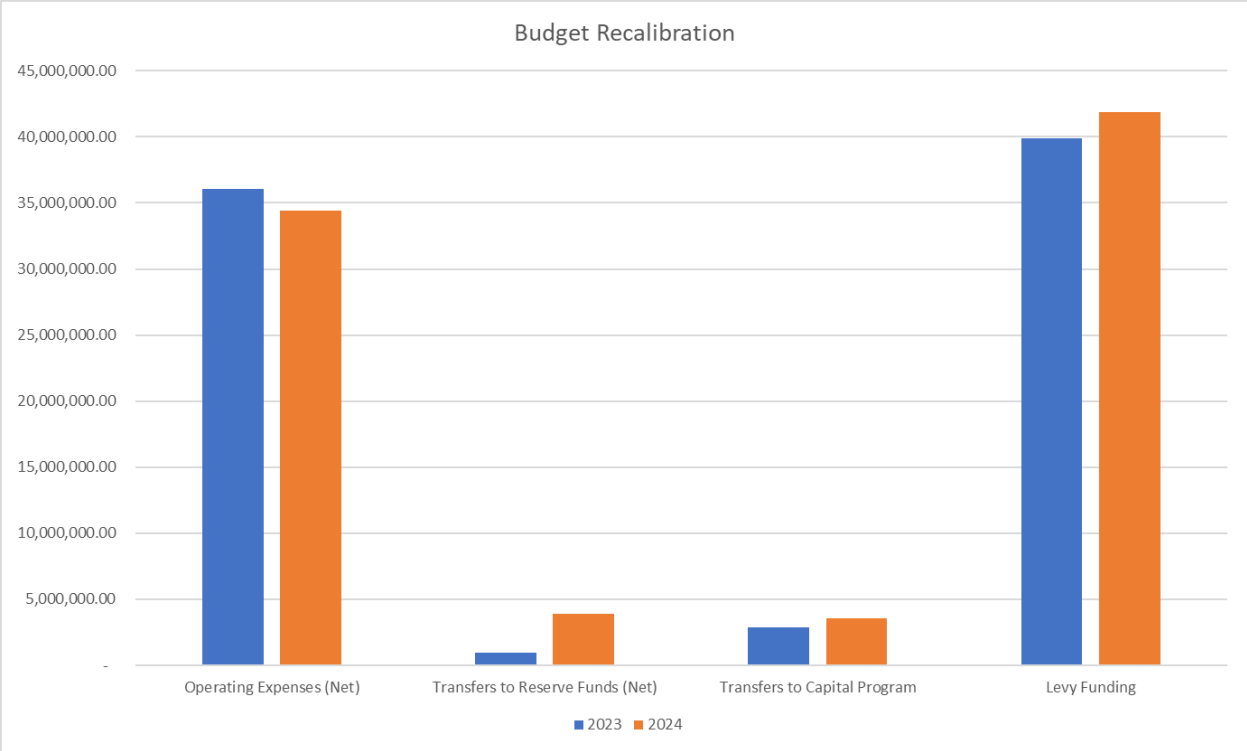
The table and graph below detail the historical 5-year Town levy adjustment compared with CPI inflation rates. As the data depicts, the Town has historically maintained low levy adjustments, on average 1.5% below the inflation rate.

Year	Levy Adjustment	Inflation*
2019	2.89%	1.70%
2020	1.50%	2.20%
2021	0.97%	1.00%
2022	0.83%	4.70%
2023	2.35%	6.80%
Average	1.71%	3.28%



The proposed levy adjustment for 2024, coupled with savings generated from the OPP cost model, have enabled the Town to recalibrate some previous budget decisions that had relied upon non-sustainable revenue streams, such as the rate stabilization reserve funds and higher than typical yields of investment.

As outlined within the chart below, efficiencies and cost savings have resulted in an overall reduction in net operating expenses, allowing for reserve and capital program commitments to begin climbing back to levels that promote long-term fiscal sustainability.



This report and the attached budget book are being presented for information purposes as a formal tabling of the budget. Budget deliberations will occur at the meetings planned for December 4 and December 5, 2023.

Strategic Alignment

Strategic Plan

Strategic Goal: Future-Readiness

Objective: Sustainability – Secure the financial viability of the municipality

Sustainable Neighbourhood Action Plan

Theme: Corporate and Fiscal

Strategy: Encourage and support inter-departmental collaboration and communication to facilitate the adoption of sustainable practices in the municipality

Notice Provisions

None

Financial Impact

Staff have proposed a net levy increase of 4.50%, or $1,793,967, for Council's consideration, resulting in an impact on the average property owner of $145.02 ($12 per month).

Council will have the opportunity to deliberate this levy increase at the December 4th and December 5th Budget meetings.

Respectfully submitted

Patrick Kelly, CPA, CMA
Treasurer, Corporate Services

Prepared by

Mandip Jhajj, CPA CGA
Deputy Treasurer, Corporate Services

Attachment(s): 1. Budget 2024 Document

The Corporation of the Town of Orangeville

By-law Number 2023-

A by-law to authorize entering into and execution of a Fibre Optic Agreement Extension with Upper Grand District School Board

Whereas the *Municipal Act, 2001, S.O. 2001,* c.25, S.9 provides a municipality with the powers of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas Council deems it expedient to enter into a Fibre Optic Agreement Extension with Upper Grand District School Board;

Be it therefore enacted by the municipal Council of the Corporation of the Town of Orangeville as follows:

1. That Council authorize the entering into and execution of a Fribre Optic Agreement Extension, between The Corporation of the Town of Orangeville and Upper Grand District School Board and all documents ancillary thereto.

Read three times and finally passed in open Council this 27th day of November, 2023.

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Lisa Post, Mayor

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Tracy Macdonald, Deputy Clerk

The Corporation of the Town of Orangeville

By-law Number 2023-

A by-law to appoint Michael Young and Vince Iozzo as a By-law/Property Standards Officer/Weed Inspector for the Town of Orangeville and to repeal By-law 054-2015

Whereas Section 9 of the Municipal Act 2001 , S.O. 2001 c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

And whereas Section 227 of the Municipal Act, S.O. 2001 , c.25, authorizes a Council to pass a by-law to appoint such officers and employees as may be necessary for the purposes of the Corporation, for carrying into effect the provisions of any by-law of Council.

And whereas Section 15 of the Police Services Act, R.S.O. 1990, c. P.15, as amended, authorizes the appointment of By-law Enforcement Officers who shall be peace officers for the purpose of enforcing the by-laws of the municipality;

Be it therefore enacted by the municipal Council of The Corporation of the Town of Orangeville as follows:

1. That Michael Young and Vince Iozzo are hereby appointed as a By-law/Property Standards Officer/Weed Inspectors for The Corporation of the Town of Orangeville.

2. That by-law 054-2015 of The Town of Orangeville, be repealed.

3. This by-law shall come into force and take effect on Friday, December 1, 2023.

By-law read three times and finally passed this 27th day of November, 2023

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Lisa Post, Mayor

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Tracy Macdonald, Deputy Clerk

The Corporation of the Town of Orangeville

By-law Number 2023-

A by-law to authorize entering into and execution of a Service Agreement with Choices Youth Shelter

Whereas the *Municipal Act, 2001, S.O. 2001,* c.25, S.9 provides a municipality with the powers of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas Council deems it expedient to enter into a Service Agreement with Choices Youth Shelter;

Be it therefore enacted by the municipal Council of the Corporation of the Town of Orangeville as follows:

1. That Council authorize the entering into and execution of a Service Agreement, between The Corporation of the Town of Orangeville and Choices Youth Shelter and all documents ancillary thereto.

Read three times and finally passed in open Council this 27th day of November, 2023.

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Lisa Post, Mayor

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Tracy Macdonald, Deputy Clerk

The Corporation of the Town of Orangeville

By-law Number 2023-

A by-law to confirm the proceedings of the Council of The Corporation of the Town of Orangeville at its regular Council Meeting held on November 27, 2023

Whereas Section 5 (1) of the Municipal Act, 2001, as amended, provides that the powers of a municipal corporation shall be exercised by its council;

And whereas Section 5 (3) of the Municipal Act, 2001, as amended, provides that municipal powers shall be exercised by by-law;

Be it therefore enacted by the municipal Council of The Corporation of the Town of Orangeville as follows:

1. That all actions of the Council of The Corporation of the Town of Orangeville at its regular Council Meeting held on November 27, 2023, with respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this or a separate by-law.

2. That the Mayor and Clerk are authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Orangeville referred to in the preceding section.

3. That the Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the Town of Orangeville.

Read three times and finally passed this 27th day of November, 2023.

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Lisa Post, Mayor

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Tracy Macdonald, Deputy Clerk