



STAFF REPORT #T2021-18
Standing Committee 10/4/2021
Council 10/18/2021
Amendments: no

Submitted to: Strategic Initiatives Standing Committee | Council
Submitted by: Monica Quinlan, Treasurer
Subject: Significant 2022 Preliminary Operating Budget Requests

PURPOSE

The purpose of this report is to provide Council with a preliminary list of the known significant budget request items identified for the 2022 Operating Budget that are currently being considered as part of the initial budget direction and to discuss with Council if there may be items they feel in addition to this should be considered.

While requests may be adjusted, added or eliminated at this stage, bringing items forward to the next phase does not confirm their selection for the final 2022 budget.

RECOMMENDATION

THAT Council receive staff report T2021-18 for information;

AND THAT Council provide staff direction to move forward with the priorities identified in the next phase of the 2022 budget process.

AMENDMENTS

None

1. BACKGROUND

As part of the 2022 budget process a report was brought forward at the September 7th, 2021 SIC Meeting. This report outlined the Budget Schedule as well as a general review of current economic indicators. It was noted that the CPI (Consumer Price Index) at that time was at 3.5% (July 2021) and is today listed as 3.9% (August 2021). The NRBCPI (Non-Residential Building Construction Price Index) was listed at 7.7% (Q2, note Q3 won't be available until late October 2021).

Additionally, staff provided an overview of the levy and the corresponding tax rates as indicated below:

Year	Total Taxes Charged	Taxes Charged - Yr over Yr Change %	Local Municipal Tax Rate	Municipal Tax Rate - Yr over Yr Change %
2019	\$ 32,472,653	4.81%	0.71953%	-2.03%
2020	\$ 34,611,689	6.59%	0.70543%	-1.96%
2021	\$ 35,181,570	1.65%	0.70417%	-0.18%

When reviewing the impact on a typical household, the impacts year over year in local municipal tax payments are as follows:

Year	Median Household Assessment	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Taxes Change Amount
2019	\$ 319,000	0.71953%	\$ 2,295	-\$ 46.59
2020	\$ 327,000	0.70543%	\$ 2,307	\$ 11.45
2021	\$ 327,000	0.70417%	\$ 2,303	-\$ 4.11

This means that since 2019 (based on the median assessments noted) the total taxes payable for a household would have reduced by \$39.26.

The pressures that are facing the Town included the following:

- The updated Asset Management Plan for Core Assets will be presented at the October SIC meeting, which has the potential to increase the total amount of capital investment that is required to renew existing assets in the future;
- Affordable Housing Task Force requests are expected to come forward by late October (included below);
- Potential ongoing impacts of the ICBL e.g.. the possibility of growth slowing beginning in 2023/2024 and impacts to the Planning and Building fees;
- Council resolutions brought forward throughout 2021 for consideration for the 2022 budget (attached as Appendix A);
- Market review of the Salary Grid (Compensation Review), that is expected to come forward in late October; and
- On-going COVID-19 and variants and how they will impact the Town’s operations.

Council’s decision was to cap the operating portion of the budget at 3.0% above the 2021 operating budget and any excess will be budgeted into capital assets renewal projects, depleted reserves and reserve funds, and to move forward with a **1% tax levy increase as a budget guideline**.

Through this report, Town staff are bringing known budget requests that are greater than \$20,000 or involving a staffing change or at Council’s Resolution to refer an item to the budget to Council for their consideration early in the 2022 budget process. The goal is to facilitate discussion and obtain Council direction, where possible, on which discretionary items in this report should be adjusted, added or removed. The items outlined in this report do not represent the total budget

request for 2022 but are simply a component of the total draft budget that will be brought forward to Council in November 2021.

The discretionary items presented in this report were determined by first requesting departments submit their significant budget requests to Finance by August 29th, 2021. As part of these requests staff were asked to include any corresponding details such as their relationship with the CBSP (Community Based Strategic Plan) or other Master Plans. Items were then incorporated into a list where both Department Heads and Managers could vote on prioritizing each request. Following the results the CAO and Treasurer further refined the requests to determine the fit within the overall Town's priorities as well as categorizing things for continuous improvement or where efficiencies could be gained by collaborating across departments.

In addition to the discretionary items, Departments have identified several non-discretionary items, or unavoidable increases, that will impact the 2022 budget. These are items that cannot be avoided, such as legislated requirements, and therefore will be part of the 2022 base budget.

While the financial picture is becoming better known for 2022, the reader cannot directly add up the changes outlined below, as there remain significant information gaps that will not come forward until the full budget request is provided at the November SIC.

2. INPUT FROM OTHER SOURCES

The approach to the voting results was reviewed by Department Heads on September 20th and recommended to proceed to committee.

3. APPLICABLE POLICY OR LEGISLATION

Municipal Act, 2001
FIN-004-02 Budget Principles Policy

4. ANALYSIS

UNAVOIDABLE INCREASES / NON-DISCRETIONARY

The table below estimates the known (at this time) unavoidable increases for the 2022 budget. This section also includes significant expected decreases in revenues.

Item	Description	Amount*
Investment Income	This is an increase in the total investment income expected for 2022 vs 2021 – note that 30% of funds have been moved to external investments.	(\$100,000)
Judicial Inquiry	Judicial Inquiry expected to be complete.	(\$100,000)
Salary Increase	Increase represents annualization of salaries, merit increases, COLA increases.	\$750,000
Employee Benefits	Following historical amounts an increase of 7% has been planned for.	\$338,000
Digester Rehabilitation	Digester cleanout should be completed at least once every 5 years to help prevent emergency shut downs and extra maintenance requirements due to clogged equipment. One of either of the Town's three digesters or sludge storage tank will	\$275,000 ⁽¹⁾

Item	Description	Amount*
	be scheduled cleaning/inspection/minor repair annually on a rotational basis. ⁽¹⁾ Cost - \$275k	
Salary Contingency	Corporate compensation review as well as multiple collective agreement negotiations underway.	\$150,000
Business Accelerator	2022 investment per 2021 Council Resolution, pending 2021 outcomes. As part of the Council Decision to move forward with the Business Accelerator, amounts were borrowed from Asset Sale Proceeds with the understanding that they would be repaid through surplus funds in 2021. Range indicates the potential that repayment will come from 2022 funds.	\$150,000 to \$300,000
Insurance Premium Increase	Increased premiums expected at 15-20%, hoping to mitigate this through RFP.	\$145,000
Roads Needs Study	Completion of a Roads Needs Study to assist with maturing the AMP for core assets. OCIF Funded	\$80,000
Sludge Disposal	Increased amounts being generated. ⁽¹⁾ Cost - \$75k	\$75,000 ⁽¹⁾
Transit Contract	Increased costs from 2022 contract	\$53,000
Re-painting of Main Pool Tank	Funding is required to facilitate the painting of the pool surface. This process is done every two to three years as the paint starts to flake off and create visibility issues for our Lifeguards. Clear water is essential for Lifeguards to be able to perform their guarding duties and at any time the water is turbid they can close the pool. Closing the pool directly affects revenues. Note: Grant Funding is being sought to tile the pool and if this is successful there will no longer be the need to paint it.	\$35,000
OSIM Bridge Inspections	Bi-annual requirement	\$25,000
Herbert Wilson Legacy	Memorial funds as detailed in CSC September 14, 2021	\$35,000
Fuel Costs	Increase in Gas Prices	\$25,000
Customer Service Software Subscription	Placeholder for annual subscription pricing – RFP underway.	\$20,000
TOTAL		\$1,956,000

* Estimated impact to tax levy. Figures are subject to change as further analysis is completed.

(1) User Fee Supported.

DISCRETIONARY GROWTH REQUESTS

Growth requests are budget increases that have occurred because of growth in the community and have resulted in an incremental increase in the demand for services and facilities. These requests are within Council's control and at their discretion to fund.

In developing this list, staff carefully considered the request type, including its links to driving toward our Vision through the goals in the Community-based Strategic Plan, achieving items set out in our Master Plans, or investments that will provide value for taxpayers' money in continuous improvement of the public services Council has endorsed. In addition to the column below, the upcoming full budget document will further place these investments within Council's strategic context.

Should Council choose not to fund requests due to community growth, the level of service would be impacted.

No.	Item	Request Type/Master Plan	Priority	Amount*
1	Development Review Engineer/Technologist – 50% recoverable through engineering fee review – still under review to see if it can be combined with #4 below	CBSP – Growth and Prosperity Official Plan	Very Important	\$50,000
2	Wastewater Treatment Operator 1 (still under review) ⁽¹⁾		Very Important	\$85,000 ⁽¹⁾
3	Full-Time Lifeguard/Instructor	Continuous Improvement	Very Important	\$28,288
4	Project Engineer/Eng Technologist – still under review to see if it can be combined with #1 above ⁽¹⁾		Important	\$100,000 ⁽¹⁾
TOTAL				\$263,288

* Estimated impact to tax levy. Figures are subject to change as further analysis is completed.

(1) User Fee Supported.

Refer to Appendix A for the budget request forms which outline each request above in detail.

DISCRETIONARY SERVICE ENHANCEMENT REQUESTS

Service enhancements or unmet needs are those items that are controllable by Council and at their discretion to fund or not fund in any given year. These requests may be one-time expenses, or permanent, and may include a service level enhancement and/or a new service. As mentioned earlier staff reviewed these items and scored them based on their priority level.

No.	Item	Request Type/Master Plan	Priority	Amount*
1	Election Staffing	Continuous Improvement	Very Important	\$20,300
2	Wastewater Treatment Plant SCADA and Electrical Record Drawings ⁽¹⁾	Continuous Improvement / Asset Management	Very Important	\$50,000 ⁽¹⁾
3	Industrial Water Supply System Options Analysis	Continuous Improvement	Very Important	\$50,000 ⁽¹⁾

No.	Item	Request Type/Master Plan	Priority	Amount*
4	Business Analyst/Financial Analyst - Contract continued for 3 years ⁽²⁾	CBSP – Transparent/Accountable Continuous Improvement/Service Delivery Review	Very Important	\$25,000
5	PLACEHOLDER: Affordable Housing (includes CIP plan and etc.), pending Task Force recommendations	Supports Strategic Vision	Important	\$150,000
6	Communications Coordinator Position	CBSP – Transparent/Accountable	Important	\$80,000
7	Agenda Mgmt Meeting Software Upgrade	Continuous Improvement – funded through Modernization Funding	Important	\$0
8	Human Resources (HR) Master Plan	Continuous Improvement	Important	\$50,000
9	HR Information System (HRIS)	Continuous Improvement – funded through Modernization Funding	Important	\$0
10	IT Master Plan (Digital Strategy)	Continuous Improvement – funded through Modernization Funding	Very Important	\$0
11	Supporting an Inclusive Change	Continuous Improvement – Diversity and inclusion to support Minor Hockey logo change- \$30k (CSC Sept. 14/21)	Very Important	\$30,000
12	Public Realm Plan to enhance Waterfront Master Plan and public/private/downtown connections	CBSP – Revitalized Waterfront	Very Important	\$0
TOTAL				\$355,300

* Estimated impact to tax levy. Figures are subject to change as further analysis is completed.

(1) User Fee Supported.

(2) Contract position approved for in 2021, to offset Overtime expenses, for 2022 would be 90% recoverable through grant writer position funds and OCIF funding to support AMP.

In addition to the list above the following are being considered as part of the 2022 Budget but are fully grant dependent, meaning a grant will be sought to fund the program in order to move forward:

No.	Item	Request Type/Master Plan	Priority	Amount*
1	National Day for Truth & Reconciliation Program/Event Funding	Parks & Rec Master Plan	Important	\$0

No.	Item	Request Type/Master Plan	Priority	Amount*
2	Climate Change Specialist – Program Resources – Greening Fund could be a source of funding	CBSP – Well-being and Sustainability Continuous Improvement	Important	\$0
TOTAL				\$0

Finally, the items below have been brought forward throughout 2021 and are awaiting further direction/clarification:

Item	Description
Heritage Tax Relief	Request to increase the Tax Relief Program to 20% – staff report to follow.
Speed Reductions Report	Costs to retain a consultant to provide a comprehensive report considering speed reductions in the Town.

Refer to Appendix A for the budget request forms which outlines each item above in detail.

5. EFFECT ON TOWN FINANCES

The discretionary budget requests Council wishes to include will be incorporated as part of the draft budget to be presented at the November budget meetings.

6. CONSIDERATIONS

Community Based Strategic Plan: N/A or Explain: Choose an item.
Climate Change / Sustainability: N/A or Explain: Choose an item.
Accessibility: N/A or Explain: Choose an item.
Communication / Engagement: N/A or Explain: Choose an item.
Accountability / Transparency: N/A or Explain: Enhances Accountability and Transparency

7. APPENDICES & OTHER RESOURCES

Appendix A	2022 Budget Request Forms

SIGNATURES

Prepared by:		Endorsed by:
Monica Quinlan, Treasurer		Sonya Skinner, CAO
Town of Collingwood		Town of Collingwood

Description of Request	Budget Request Type	Type of Request	Sub-Department	Amount	Funding Source	Supporting Information/Justification	Master Study	Community Based Strategic Plan
Affordable Housing Task Force Recommendations (place holder)	Growth	Staffing Request		100,000.00	Unsure		N/A	N/A
Agenda/Meeting Management Software	Service Enhancement/Retraction	Hardware/Software Request	Clerks	17,100.00	Taxes	Clerk Services is looking at another provider of Agenda/Meeting Management System as the functionality of the iCompass system is lacking or is not user friendly. iCompass was purchased since utilizing the system and there has been no great upgrades or improvements made to the produce in the 5 years it has been used. Clerk Services is looking for a system that is more user friendly, provides the ability to collaborate in report writing and provides a better tracking system for agenda items to hopefully be able to use one system to track actions of council as well as upcoming agenda items. In reviewing the system provided by other vendors, Clerk staff feel that there will be opportunity for efficiencies and work collaboration.	Deloitte Service Review	Transparent and Accountable Local Government
Bridge Inspections (OSIM)	Unavoidable	Operational Budget Request	Engineering	25,000.00	Unsure	Biennial bridge inspections required under O. Reg. 472/10.	Asset Management Plan	Support and Manage Growth and Prosperity
Business Accelerator	Unavoidable	Operational Budget Request	Economic Development	150,000.00	Reserves	<p>Referred from Council Resolution 005-2021</p> <p>THAT Staff Report CAO2021-01 Business Accelerator Opportunity Assessment be received.</p> <p>AND THAT Council endorse the staged approach to developing a regional Business Accelerator as presented in the South Georgian Bay Accelerator Business Plan.</p> <p>AND THAT Council support and retain a leadership position in the creation of an independent not-for-profit Business Accelerator entity, in alignment with the 2020-2025 Economic Development Action Plan, with the purpose of retaining and growing Collingwood-based companies by offering coordinated and targeted application of advanced business development techniques to help "accelerate" their growth and success.</p> <p>AND THAT Council set aside \$400K of the Asset Sale Proceeds for Economic Development, the Business Development Centre and/or the Accelerator, to be spent only upon Council's approval with the expectation that it will be repaid from any 2021 surplus or from the 2022 budget if not supported through the formal consideration and approved uses for the Asset Sales Proceeds.</p> <p>AND THAT Council approve commitment of \$150,000 in 2021 from the \$400k set aside from the Asset Sale Proceeds to a Business Accelerator to get the entity started.</p> <p>AND THAT Council offer two guaranteed business spots to other local municipalities for \$25K each and apply to Simcoe County for \$50K and backstop up to \$50K of additional funding above the \$150,000, if these requests fail.</p>	Economic Development Action Plan	Support and Manage Growth and Prosperity

Description of Request	Budget Request Type	Type of Request	Sub-Department	Amount	Funding Source	Supporting Information/Justification	Master Study	Community Based Strategic Plan
Business Analyst/Financial Analyst - Contract continued for 3 years	Service Enhancement/Retraction	Staffing Request		100,000.00	Grant	<p>Will support service review and include business process review as well as continuous improvement.</p> <p>from CCS/IT The Business Systems Specialist would be a corporate resource responsible for conducting business process reviews and related initiatives to evolve our organization. The role would work with various service areas promoting efficiency, innovation and continuous improvement. This role would focus on cross-functional collaboration and would work with service area end users and leaders to review current processes/practices in order to recommend opportunities for streamlining process and proposing improvements through software and technological enhancements. Responsibilities would include the planning, design, development, and implementation of upgrades to existing systems and implementation of new efficient information systems in support of core organizational strategies and functions to align business processes throughout the Town. Utilizing proven communication, analytical and problem solving skills, the Business Systems Specialist would also identify, communicate and resolve systems issues in order to maximize the benefit of IT systems investments, as well as monitor successes of new or upgraded technologies. Committed to excellence in customer service, a key focus would include providing prompt, courteous response to internal and external inquiries and lead and/or participate as a team member on the ITSC.</p>	Deloitte Service Review;#Asset Management Plan	Transparent and Accountable Local Government
Climate Change Specialist - Program Resources	Growth	Operational Budget Request	Fleet & Facilities	30,000.00	Unsure	<p>Community Based Strategic Plan: OBJECTIVE: Preserve the Town's Environment and Take Action on Climate Change</p> <p>KPI - A community Climate Action Plan is developed and actions are underway. Timeline 1 to 3 years. \$30,000 is to fund resourcing in areas such as GHG benchmarking or other needed supports for the role to achieve its mandate.</p>	N/A	Enhance Community Well-being and Sustainability
Community Improvement Plan for Affordable Housing	Growth	Operational Budget Request	Planning	50,000.00	Taxes	<p>This is the establishment of a Community Improvement Fund to support the achievement of affordable housing and support the implementation of the Affordable Housing Task Force recommendations.</p>	Official Plan	Support and Manage Growth and Prosperity
Coordinator, Communications	Growth	Staffing Request	Communications	80,000.00	Unsure	<p>The Communications Department has existed for 8 years as a Department of 1. As the municipality grows and matures, there is an enhanced need to ensure our communication program is strategic and aligned with the CBSP and other guiding documents as well as has the capacity to implement communication programs aligned with key messages, departmental strategies and projects. As a result of growing operational demands, day to day project management consumes available capacity. This is due to the growing number of social media channels requiring content creation support, scheduling and management. EngageCollingwood, which was launched 3 years ago has an increasing number of projects to manage as opportunities for public engagement grow. There are increasing requests for media inquiries, photo/video requests (i.e. flag raisings, ribbon cuttings, Mayor's messages), internal communications supports, etc. All of these requests require more time from the Manager, Public Relations & Communications, so there is less time for Strategic Communications & Public Engagement Planning. The workload is beyond the capacity of 1 person. Additional support is overdue to meet existing communications expectations of the growing community. Communications has sought cross functional support from other areas (ex. PRC) but the needs outweigh interim support solutions.</p> <p>Communications also has an expanded role in Emergency Management requiring greater capacity to fulfill.</p>	N/A	Transparent and Accountable Local Government
Customer Service Software	Unavoidable	Hardware/Software Request	Customer Service	20,000.00	Unsure	<p>Placeholder for subscription services for Customer Service Software</p> <p>Software already included in RFP in 2021 - this is unavoidable - MQ</p>	Deloitte Service Review	Transparent and Accountable Local Government

Description of Request	Budget Request Type	Type of Request	Sub-Department	Amount	Funding Source	Supporting Information/Justification	Master Study	Community Based Strategic Plan
Development Review Engineer/Technologist	Growth	Staffing Request	Engineering	90,000.00	Reserves	<p>Development Review Engineer or Technician to support existing compliance with development projects. Position involved with developments from initiation to completion - Review of planning application, review of engineering design submissions, management of agreements including on site supervision and assumption process.</p> <p>Development review within Engineering is funded through planning application fees specifically for Engineering review and management. Fees to be reviewed and current fees are expected to increase. Fees are placed in a dedicated reserve. Current reserve balance is \$1.4M with annual spending \$230K. There are funds within the reserve to support additional staff. Expect limited fees submitted in 2021 due to ICBL and no new planning approvals.</p> <p>Current Subdivision Engineer managing: 9 SD under construction, 2 SD design/applying for registration, 7 SD with DPA, 4 SD applying for DPA. Also managing 4 site plans in SD.</p>	Official Plan	Support and Manage Growth and Prosperity
Digester Rehabilitation	Unavoidable	Operational Budget Request	Wastewater	275,000.00	User fees (i.e. Water/W W)	Digester cleanout should be completed at least once every 5 years to help prevent emergency shut downs and extra maintenance requirements due to clogged equipment. One of either of the Town's three digesters or sludge storage tank will be scheduled cleaning/inspection/minor repair annually on a rotational basis.	N/A	Transparent and Accountable Local Government
Election Staffing	Service Enhancement/Retraction	Staffing Request	Clerks	20,300.00	Taxes	<p>Election Assistant (\$25/hr): 4 month contract position to assist with the preparation of the 2022 municipal and school board election including policy/notice preparation, communications, voter list management, education and training, DRO, reporting follow-up after election.</p> <p>Election Assistants (\$20 x 3): Assist with voter registration and polling station duties during the advanced voting period (approx. 3 weeks employment).</p>	N/A	Transparent and Accountable Local Government
Full-Time Lifeguard/Instructor	Growth	Staffing Request	Recreation Services	28,288.00	Taxes	As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. This is also much enhanced due to the current restrictions/limitations imposed by the COVID-19 pandemic. We are currently experiencing a tough realization of the loss of almost 50% of our staff to post-secondary school annually. Finding qualified replacement staff is proving to be extremely difficult. As well, finding staff with availability during the day-time proves to also be difficult as we are mostly receiving interest from students with limited availability. This increasing pressure will continue into the future as the annual trends are showing. The Recreation Services Division requires 1 full time lifeguard/instructor that will work flexible hours including week days, evenings, and weekends. This individual would assist in providing consistency with our program & service delivery. Our day-time programs experienced cancellations in 2019 and 2020 due to unavailability of staff during the day-time hours. This full-time position would help to provide mentorship and professionalism to the younger staff. They would bring a different level of responsibility, training, and experience to the deck and would be able to deal with any situations that arise when the Manager of Community Recreation or the Aquatics Coordinator is not available.	N/A	Enhance Community Well-being and Sustainability
Herbert Wilson Legacy	Service Enhancement/Retraction	Capital Budget Request	Admin	35,000.00	Taxes	As much as it is a history no one would want to celebrate, racism has not been absent from Collingwood. Herbert Alexander Wilson was a husband, father, WWII veteran, community member, and employee of the Town of Collingwood in 1955. At the time of his death he was Collingwood's first Black foreman. He suffered a fatal fall while at work on the corner of 6th St. and Oak St. The formal recognition of this tragedy is a way to keep Herbert Wilson's legacy current, recognizing an individual who lived a life of service, to his country and to his community, but who fell victim to racialized violence, this is a part of our history that the Town and community should not forget.	N/A;#PRC Master Plan	Enhance Community Well-being and Sustainability

Description of Request	Budget Request Type	Type of Request	Sub-Department	Amount	Funding Source	Supporting Information/Justification	Master Study	Community Based Strategic Plan
HR Master Plan	Service Enhancement/Retraction	Capital Budget Request	HR	50,000.00	Unsure	<p>An HR Master Plan would enhance the value, capacity and capability of the HR function to best support the organization. The desired outcomes would be a clear mandate and direction for HR to support achievement of broader organizational objectives by identifying key areas of focus and a framework designed to help set priorities. Our people are the key factor enabling the implementation and achievement of the CBSP, having a clear strategy will aid in prioritizing the talent processes, programs, and initiatives critical to determining the success of our organization.</p> <p>An HRMP will also help inform the expansion and implementation of an HRIs system (i.e. which components would yield the highest ROI).</p> <p>An HRMP becomes a foundational document for the organization, aiding leaders in making decisions on talent management and the employee lifecycle.</p>	N/A	Transparent and Accountable Local Government
HRIS	Service Enhancement/Retraction	Hardware/Software Request	Human Resources	50,000.00	Grant	<p>This funding would cover the cost for the addition of a second module (ex. recruitment) and cover license fees for an HRIS. Initial funding was approved in 2020 through the modernization grant.</p> <p>A replacement for the performance management system was intended for 2021 but in consultation with the ITSC, there was interest in a broader mandate to investigate an HR Information System to facilitate the talent management functions of the organization - performance management, talent acquisition, succession planning have all been identified as priorities to help attract, retain and motivate talent</p>	N/A	N/A
Industrial Water Supply System Options Analysis	Service Enhancement/Retraction	Operational Budget Request	Water	50,000.00	User fees (i.e. Water/W W)	<p>During the construction of the water treatment plant expansion, it is very likely that the industrial (non-potable) water supply customers will need to be supplied with potable water due to constructability issues. With only two customers currently using the industrial water supply line, there are questions about the costs/benefits of operating and maintaining this system. This study will identify and evaluate the pros and cons of retaining this water supply system, and provide recommendations to either retain or decommission this system as part of the expansion project.</p>	N/A	Transparent and Accountable Local Government
IT Masterplan (Digital Strategy)	Service Enhancement/Retraction	Capital Budget Request	IT	80,000.00	Grant	<p>When the IT Department was formed in 2017 the incumbent department received the services of the Perry Group to perform an initial IT assessment. Where the assessment was useful, it was not a master plan or overarching strategy. It did provide some basic strategies and recommendations to move forward with that were short term. In 2019, council accepted staff report 2019-IT01, which included recommendations for an IT Steering Committee and a Strategic Planning policy. The plan would set both short term and longer term technology goals to help drive various organizational workplans and strategies. It would also evaluate the current "IT/GIS" landscape against current trends. The Policy also states that "A comprehensive IT strategic plan will be prepared every five years and approved by Council".</p> <p>As technology and online services play an increasingly substantial role in our day to day lives, amplified by the COVID-19 Pandemic, this has further highlighted the need for a strategic plan on how digital solutions will continue to enable the evolution of service delivery.</p>	N/A	Transparent and Accountable Local Government
National Day for Truth & Reconciliation Programming & Event Funding	Service Enhancement/Retraction	Operational Budget Request	Culture & Events	25,000.00	Taxes	<p>Funding requested for programming and events that engage the community in support of National Day for Truth & Reconciliation and year-round as opportunities for truth and reconciliation are identified.</p>	Parks, Rec & Culture Master Plan	Encourage Diverse Culture and Arts Offerings
Project Engineer/Eng Technologist	Growth	Staffing Request	Water & Wastewater	100,000.00	User fees (i.e. Water/W W)	<p>Increase in capital project delivery required to maintain levels of service with aging infrastructure and a growing water and wastewater system. Salary would be split between water and wastewater rates.</p>	N/A	Transparent and Accountable Local Government
Re-Painting of Main Pool Tank	Unavoidable	Operational Budget Request	Facilities	35,000.00	Taxes	<p>Funding is required to facilitate the painting of the pool surface. This process is done every two to three years as the paint starts to flake off and create visibility issues for our Lifeguards. Clear water is essential for Lifeguards to be able to perform their guarding duties and at any time the water is turbid they can close the pool. Closing the pool directly affects revenues.</p>	N/A	N/A

2022 Budget Requests

Description of Request	Budget Request Type	Type of Request	Sub-Department	Amount	Funding Source	Supporting Information/Justification	Master Study	Community Based Strategic Plan
Road Needs Study	Unavoidable	Operational Budget Request	Engineering	80,000.00	Grant	Completion of a Roads Needs Study to assist with maturing the AMP for core assets.	Asset Management Plan	Support and Manage Growth and Prosperity
Sludge Disposal	Unavoidable	Operational Budget Request	Wastewater	75,000.00	User fees (i.e. Water/W W)	More sludge is being generated as the Town continues to grow.	N/A	Support and Manage Growth and Prosperity
Speed Reduction Study	Unavoidable		Engineering	40,000.00	Unsure	Prepare report studying the possibility of reducing town wide speed limits to 40km/h as requested by Council at the June 28, 2021 meeting.	N/A	Support and Manage Growth and Prosperity
Wastewater Treatment Operator 1	Growth	Staffing Request	Wastewater	85,000.00	User fees (i.e. Water/W W)	Increase in number of facilities to operate over time, aging equipment requiring more maintenance/operating time	N/A	Transparent and Accountable Local Government
Wastewater Treatment Plant SCADA and Electrical Record Drawings	Service Enhancement/Retraction	Operational Budget Request	Wastewater	50,000.00	User fees (i.e. Water/W W)	Existing record drawings for the Wastewater Treatment Plant SCADA and electrical equipment are incomplete due to various upgrades and replacements over the life of the site. Having a complete, up to date set of record drawings is critical to support on-going capital and operational upgrades at the facility.	N/A	Transparent and Accountable Local Government