

2024 BUDGET

City of Quinte West

FINAL VERSION

As approved by Council on January 8, 2024.



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Welcome to Quinte West

Located between Toronto and Kingston in southeastern Ontario, the City of Quinte West is home to almost 50,000 residents. Created through the amalgamation of the City of Trenton, the Village of Frankford, Sidney Township and Murray Township in 1998, 2023 marks the 25th anniversary of Quinte West. Notably home to Canada's largest air force base, 8 Wing/CFB Trenton, Quinte West offers a unique mix of rural and urban lifestyles and prides itself on being a sought-after tourism and recreation destination. The natural features of Quinte West are complemented by its strong, vibrant and diverse economic base, making Quinte West an exciting place to live, work and play!

Accessibility

If you require this document or any of the enclosed charts and tables in an alternative format, please contact the City of Quinte West at 613-392-2841 or email budget@quintewest.ca.

Land Acknowledgement

The City of Quinte West acknowledges that our community is on Indigenous land that has been inhabited by Indigenous peoples from the beginning. We thank all the generations of people who have taken care of this land for thousands of years. Long before today, there have been Indigenous peoples who have been the stewards of this place.

Numerous treaties cover this territory. In particular, we acknowledge the traditional territories of the Anishinabek, Huron-Wendat, Haudenosaunee (Iroquois), and the Mohawks of the Bay of Quinte First Nation. We recognize and deeply appreciate their historic connection to this place. We also recognize the contributions the Métis, Inuit, and other Indigenous peoples have made, both in shaping and strengthening this community in particular and our province and country as a whole.

This acknowledgment serves as recognition of the contributions and historical significance of Indigenous peoples across Turtle Island and demonstrates our collective commitment to meet the promises and address the challenges of the Truth and Reconciliation Commission in our community.

Messages



Jim Harrison, Mayor

On behalf of Council, I am pleased to present the 2024 Quinte West Operating and Capital Budgets in the City's inaugural budget book.

Council understands the importance of fiscal responsibility, planning for the future, and adopting a budget that aligns with the City's strategic vision.

Every year the budget presents its own set of challenges. As always, Council is committed to working with staff to meet the needs of the community and keep our city moving forward.

I have full confidence that Council and staff have made transparent budget decisions to balance the needs of our long-term assets and investments with the city's continued growth and prosperity.

Council also appreciates receiving feedback from residents. Thank you to everyone who contributed to the 2024 budget process.



David Clazie, CAO

The City of Quinte West remains focused on ensuring sustainability, fiscal responsibility, and strategic planning through the budget process.

Despite current financial pressures such as increased inflation and decreases in provincial and federal funding allotments, the City continues to ensure the operational excellence of its programming and services to residents.

City staff continue to look for opportunities to keep costs low and leverage new and existing non-tax based revenue streams. Prioritising expenses that align with the City's short-term and long-term goals, and working with community partners, will help the City respond to the evolving needs of the community.

Thank you to City staff for producing the 2024 Quinte West Operating and Capital Budgets. The City looks forward to continuing to work with Council to serve the residents of Quinte West.



Caleb DenOuden, Director of Finance

Welcome to the City of Quinte West's inaugural budget book. The budget book is designed as a resource for centralising and sharing the City's annual municipal budget information, recommendations, and forecasts.

The City of Quinte West's 2024 Budget takes a prudent and conservative approach to the use of tax dollars in building and maintaining a vibrant community in an economy marked by high inflation. The 2024 budget focuses on innovative and efficient ways to deliver services while maintaining fiscal responsibility. The 2024 budget plan includes managing capital projects, addressing the infrastructure deficit, and forecasting reserve balances.

The 2024 budget has been developed through input from residents, Council and all City departments. Visit quintewest.ca/budget to find out more about the 2024 budget.

2023 Quinte West Highlights

A selection of City facts and figures from 2023.

Celebrated the City's
25th anniversary
of amalgamation



10,226
HOURS
of facility rentals

 **1,486 KM**
of road lanes
maintained annually



**Kept the
community
informed
through...**

783 social media posts

101 communications
campaigns

84 media releases



39,041

visitors to outdoor
community events



Hops on the Water
Craft Beer Festival
ranked among the top 100
festivals in the province

**Provided centralized
customer
service to...**



27,000 phone calls

24,200 counter
visits

1,120 general
inquiry
emails



Quinte West's
drinking water system
received a provincial
inspection rating of

100%



**Community
milestones and
initiatives observed
through...**

10 community flag raisings

25 bridge and sign lightings

37 proclamations

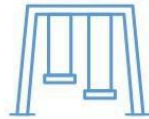


Conducted a
mock emergency
exercise with local
partners to ensure the
City's response readiness

2023 Quinte West Highlights

**5.2
KM**


NEW active
transportation
lanes



Partnered with the
Trenton Lions Club
to open the
Lions' Accessible
Playground



**2,825
HOURS**
of sports fields rentals

\$246,850



in community grant
funding provided to
local organizations

264

NEW
housing
units
permitted

\$58M

Total
construction
value

153



community events
on City property



4,570

residents educated in
fire safety by QWFES



Council approved
FREE PARKING
in municipal lots
and spaces in
2023

317,501

visits to quintewest.ca



3,000



subscribers
to the City's
monthly newsletter



NEW online
facility booking
portal for ice
rentals



35 new Canadians
welcomed at a
Citizenship
Ceremony



70
new business
openings and
expansions

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Executive summary

The 2024 Quinte West Budget Book is a comprehensive document reflecting the city's commitment to sustainability, fiscal responsibility, and strategic planning. Developed through input from residents, Council, and city departments, the budget takes a prudent approach amid high inflation and financial pressures, focusing on innovative service delivery and managing capital projects.

The budget aims to balance the needs for service level enhancements, aging infrastructure, and economic challenges, while aligning with the city's vision for important topics around housing, healthcare, and economic development. Council and staff have worked collaboratively to uphold service standards and ensure the city's growth and prosperity, with a strong focus on transparency and community engagement.

The horizon for 2024 in Quinte West looks towards maintaining fiscal discipline while responding to evolving community needs and navigating external legislative requirements.

Key budget figures

- The 2024 budget requires a tax levy increase of 6.7%.
- The 2024 Quinte West budget is \$80.6 million, the 2023 budget was \$74.3 million.
- The 2024 Quinte West Capital budget is \$25 million, the 2023 budget was \$21.1 million.

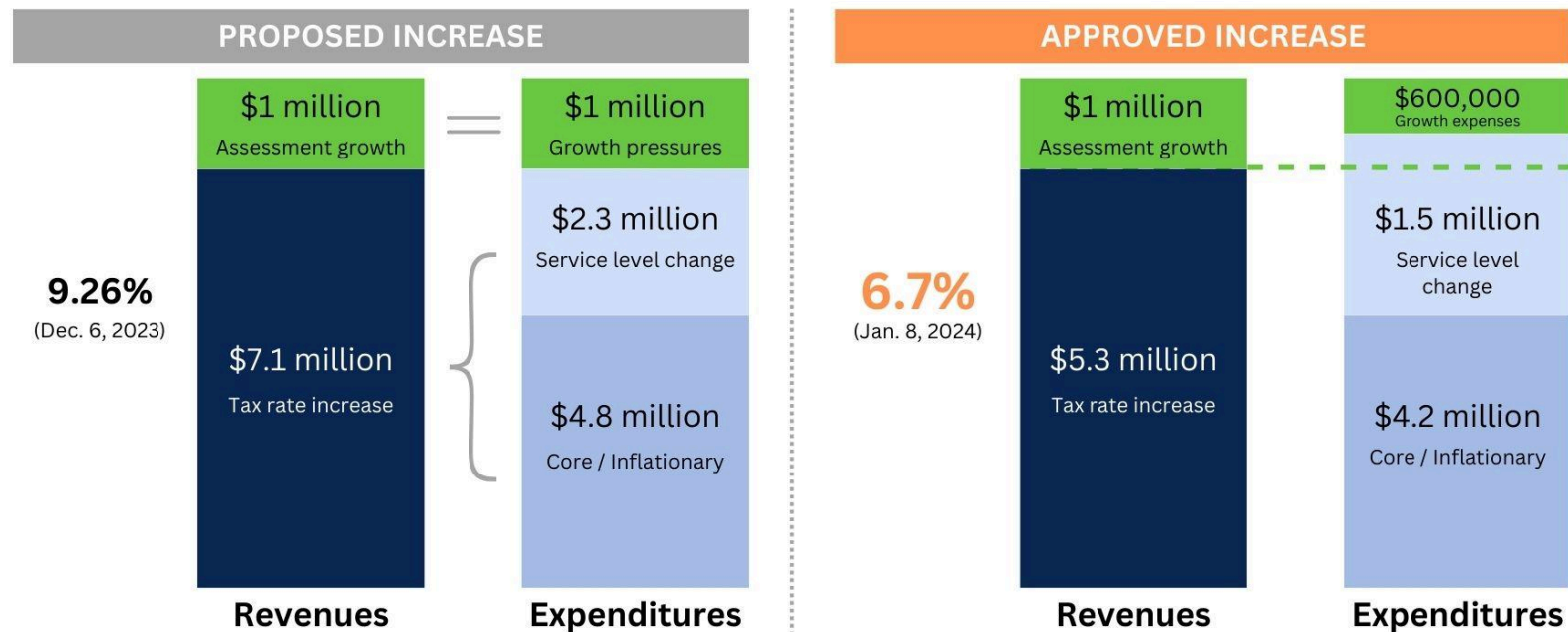
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Budget variance

The chart below highlights how the additional expenditures in the 2024 budget are funded. The tax revenue earned from growth is used to offset some growth-related expenses in the community. The added costs related to service level changes and core/inflation impacts on the budget are funded by the 6.7% tax levy.

Chart: 2024 approved tax levy relationship between budget revenue and expenditures

Quinte West 2024 tax dollars at work



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Impact on rate payers

The 2024 tax levy increase is 6.7%, municipal taxes will increase by \$232 for the average Quinte West residential homeowner in 2024.

There were no property value reassessment increases in 2023. All property value assessments remain the same as in 2017, unless a change was made to the property condition (i.e. a new home was purchased, an addition to the property was made, etc.).

Table: Average residential tax rate and assessment increases, 3-year comparison

Tax Rate/Assessment	2024	2023	2022	Notes
Average Canadian residential property assessment (as determined by MPAC)	\$250,000	\$250,000	\$250,000	Assessment values are determined by the Municipal Property Assessment Corporation (MPAC). They have not changed over this period and are based on 2016 values.
Average Quinte West property tax (based on the 2024 Tax Levy approved by Council)	\$3,710	\$3,478	\$3,300	Quinte West also collects taxes on behalf of the school boards.
Change over previous year	+\$232.03	+\$177.07	+\$58.65	The 2024 Quinte West budget is a 6.7% Tax Levy increase from 2023.

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Community engagement

Input from residents and community members has helped shape the focus and priorities of the 2024 Quinte West budget.

This year, the City offered a virtual budget engagement process on the City's public engagement website, [Get Involved Quinte West](#). This engagement forum provided residents and community members with opportunities to ask questions, submit ideas, and share feedback on their opinions and priorities for the 2024 budget.

The engagement process also included a community engagement survey posed to gather public input on specific budget questions and priorities. The survey ran from Oct. 4 to Nov. 10, 2023, and was promoted by local media, on the City's social media platforms, in the City's monthly community newsletter, on the City's two electronic community news signs in Frankford and Trenton, and on the City's website. Survey responses were gathered from over 80 community members, including eight Council members.

Key themes among the budget survey responses include:

- General satisfaction with City services
 - The majority of respondents (85.9%) rated the quality of City services as either "Good" or "Fair".

- This theme indicates a generally positive perception of City services among respondents.
- 2024 budget allocation priorities
 - Budget spending on capital infrastructure (i.e. facility repairs, road work) and public works (i.e. grass cutting, pothole repairs, snowplowing) over other services was prioritised by respondents.
- Strategic plan initiatives
 - Respondents identified "infrastructure" and a "healthy vibrant community" as the top two priorities for the 2024 budget.
- Views on property taxes
 - Survey findings indicate a balanced view on property taxes, with respondents divided over increasing taxes to enhance or maintain services, versus cutting services to maintain or reduce tax levels.
 - All survey responses from Councillors indicated a need to increase property taxes to maintain or enhance services.
- Community issues
 - The most frequently mentioned community issue was the need for affordable housing, followed by the quality of road maintenance. Suggestions were also made addressing economic development and other social issues.

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Budget release dates

The 2024 Quinte West Budget was released in versions to increase the amount of time available for its review by Council and the public.

2024 Budget Book - Version One

- Posted on the [City's website](#) on Nov. 30, 2023.
- Presented to Council at the Dec. 6 and 7, 2023 Special Council meetings.

2024 Budget Book - Final Version

- Approved by Council at the Jan. 8, 2024 Special Council meeting.
- Posted on the [City's website](#) upon approval of the 2024 budget.

Assumptions

The City of Quinte West prepares its annual budgets using a cash basis. The municipality does not include budgets for depreciation or post-employment benefits expenses, which is permitted under the Ontario Regulation 284/09 made under the Municipal Act, 2001.

The City's budgets are categorised by type: Operating and Capital. Operating budgets include annual amounts required for the continued provision of services. Capital budgets indicate one-time expenditures or costs related to new construction or replacement of assets that meet the criteria of an asset per the City's financial statement thresholds.

The municipality is required by provincial law to balance its operating budget each year. To balance the overall budget, the municipality can either increase its revenue stream by raising property taxes and fees, or manage expenses by adapting or reducing the cost of programs and services. For the purpose of this budget document, in general, all monetary figures are rounded to the nearest hundred dollars.

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2024 Budget summary

The goal of the 2024 budget is to maintain the City's existing standards of service and infrastructure while being cautious about new expenditures. Through this budget, the City aims to limit debt and reserve fund spending to better manage future capital expenses.

The following Budget summary outlines the principles that guide the City's budget decisions. This summary outlines the City's budget format and currency situation, and summarises the 2024 Operating budget, 2024 Capital budget, and 2024 Financial Position. The 2024 Water and Wastewater budgets are published in a separate budget book available online at quintewest.ca/budget.

2024 Operating budget

The 2024 Operating budget funds the City's day-to-day expenditures such as wages, utilities, supplies, fuel and insurance, among other costs. Much like household bills, these costs increase with inflation, an increase that is outside of the control of the municipality. The Operating budget impacts also includes an increase to the Capital levy, 1.5% of the tax levy increase, that brings the transfer to the Capital Budget to over \$12.7 million annually.

2024 Capital budget

The 2024 Capital budget funds the City's annual capital projects such as replacing or building new roads, parks, and facilities. The 2024 Capital budget is \$25 million.

2024 Financial position

The 2024 financial position indicates the City's projected debt and reserve balances. The City's financial sustainability depends on its ability to pay for its projected debt requirements. Reserve balances are used to pay for a variety of unplanned, inconsistent, or one-time expenditures, and are often utilised within Capital budgets. The amount of debt and reserve balances the City has are important indicators of its financial situation.

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Guiding principles

Council has set out a number of strategic goals and expectations for the City that exceed prescribed legislative and operational requirements. These goals are outlined in the City's 2020 Strategic Plan under the priority areas:

- Healthy Vibrant Community
- Economic Prosperity
- Environmental Stewardship
- Infrastructure
- Operational Excellence

Council has implemented annual special levies to address a selection of its goals and priorities. In the 2023 budget, Housing and Industrial Land levies were created assigning \$150,000 to a dedicated reserves fund. Additional contributions to the Industrial Land reserve is needed if additional Industrial Park servicing is desired. The City's housing strategy includes a Council-approved Housing Action Plan that could have significant budget implications. This plan will be an important discussion point in the 2024 budget review. The City's Climate Change reserve has a balance of \$350,000 to be used for focused environmental stewardship projects. Annual contribution of \$150,000 to this reserve was eliminated in 2023.

The City's infrastructure deficit continues to be a challenge facing its Long-term Capital Plan. Currently, the Asset Management Plan calculates a deficit on core infrastructure of over \$10 million (approximately 30% of the capital spend).

In response to this challenge, Council increased the dedicated Capital Levy from 1% to 2% in 2023. The Capital Levy was then lowered to 1.5% in 2024.

Both the City and Water and Wastewater Long-term Capital Plan reports outline this ongoing priority in more detail.

Any new or additional strategic plan priorities supported by Council could have significant impact on the 2024 budget.

Budget challenges and economic climate

Inflation and the Bank of Canada

Inflation significantly impacts households and municipalities like Quinte West across Canada. The Consumer Price Index (CPI), which reflects changes in consumer prices, is showing a 14.1% increase in costs over the past three years. This increase outpaces Quinte West's tax rate increase of 8.76% and has led to a 5% loss in City purchasing power since 2020. Additionally, non-residential construction inflation in Quinte West is rising faster than the CPI. There was a 7% increase in Q2 of 2023, following substantial increases in both 2021 and 2022. This trend affects the City's capital spending and what it can accomplish with limited funding.

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Provincial and federal factors

The City receives annual funding from three different provincial and federal sources:

- \$5.7 million from the Ontario Community Infrastructure Fund (OCIF)
- \$2.9 million from the Canada Community Building Fund (CCBF)
- \$1.3 million from the Ontario Municipal Partnership Fund (OMPF).

Between 2022 and 2023 these allocations changed as follows:

- \$1.1 million decrease in OCIF funding
- \$120,000 increase in CCBF funding
- \$50,000 decrease in OMPF funding.

The amount of PILT (Payment in Lieu of Taxes) the City receives from CFB Trenton is also lower than in past years. The City has incurred an annual loss of \$1 million in PILT per year for the last 3 years. A one-time \$3 million payment was received from the Provincial government in 2023 to cover PILT losses. The funding envelope for the 2024 budget and Long-term Capital Plan are under significant pressure as a result of fewer grant allocations from either level of government. Significant dependence on funding from other levels of government creates budget issues for Quinte West when these funds are either reduced or withdrawn.

Provincial legislative changes continue to put pressure on

the City's staffing resources where additional resources are required to achieve provincial targets, and the loss of provincial funding also has negative budget impacts.

Examples of some of the legislative changes that have affected the City's 2024 budget include:

- The Development Charges Act (DCA) and provincial More Home Built Faster Act (Bill 23) reduce the amount of development charge revenue collected by implementing phase-ins and exemptions.
- The Ontario Regulation (O. Reg.) 588/17: Asset Management Planning legislation requires additional staffing and data collection in order to meet provincial reporting requirements.
- The province has currently restricted revenue collection related to site plans under the Planning Act.
- Bereavement Authority of Ontario requirements for municipalities to maintain closed cemeteries.
- Provincial law implications of Joint and Several Liability affecting the value municipalities would potentially pay in a claim and therefore increase insurance rates.

External community group requests

Requests for City funding from community groups continue to be a recurring theme. Community groups provide services to the community that often have significant benefits and help to achieve Council's strategic priorities.

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As part of the budget process, the following list of community organisations, combined, have requested over one million dollars in one-time or annual grant funding from the City's 2024 budget.

List of community groups:

- Connect Quinte (Affordable Housing)
- National Air Force Museum Foundation
- Quinte Humane Society - HPE
- Quinte West Youth Centre
- River Valley Community Centre
- Trenton Curling Club
- University Hospitals Kingston Foundation (UHKF)
- Volunteer Information Quinte (VIQ)
- YMCA of Central East Ontario

One time allocations

After reviewing the requests, Council committed to fund the following requests for 2024 only, totalling \$35,000:

- River Valley Community Centre - \$5,000
- YMCA of Central East Ontario - \$30,000

Annual allocations

A number of community groups receive annual community grant allocations totalling \$174,800. An additional \$4,000 was added to the Trenton Curling Club from the 2023 annual allocation

The community groups that receive annual grants are:

- Catherine's Kitchen (At the Crossroads Inc.) - \$7,500
- Committee of Innovative Thinking for Youth Quinte - West - \$40,000
- Frankford Santa Claus Parade - \$1,500
- Frankford Youth Centre - \$10,000
- Gift from the Heart - \$7,500
- Harvest Hastings - \$5,000
- Loyalist Parkway - \$500
- Loyola Mayor's Bursary - \$200
- Murray Centennial Public School - \$800
- National Air Force Museum - \$75,000
- OurTMH - \$5,000
- Quinte SailAbility - \$1,500
- Special Events Insurance Fund - \$5,000
- Stirling Agricultural Museum - \$5,000
- Stockdale Public School - \$800
- Trenton Curling Club - \$8,000
- Trenton Santa Claus Parade - \$1,500

Community grant fund

In addition to the external community group grants listed above, the City's 2024 Community Grant Fund budget remains unchanged from 2023 at \$76,000. The 2024 Community Grant application process closed in September 2023 with 19 applications, totaling \$87,500 in requests. These awards will be brought to a Special Committee meeting on Jan. 31, 2024.

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Lowest property taxes

The 2024 budget is focused on the needs of the citizens and progressing the City, while improving service delivery in a cost-effective manner. Ensuring value for taxpayers' money is paramount as the City maintains a wide range of programs and services. The budget's transparent reporting allows residents to clearly understand the benefits they receive for their tax contributions.

Quinte West continues to provide one of the most competitive property tax levies in Ontario. Quinte West's property tax fees on the average detached bungalow is significantly lower than the average in both Ontario and Eastern Ontario, as reported in a 2023 study by BMA Consulting Management Inc. Quinte West's property tax fees as a percentage-of-income is also lower than the average of both Ontario and Eastern Ontario. The charts below compare Quinte West's property taxes with those of other municipalities.

Chart: Property taxes on detached bungalow

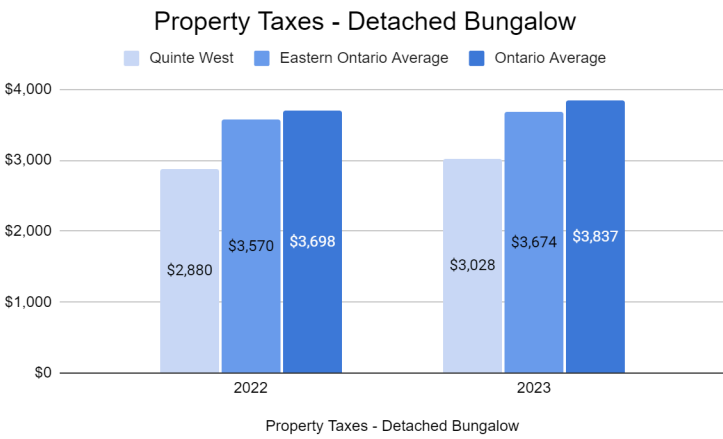
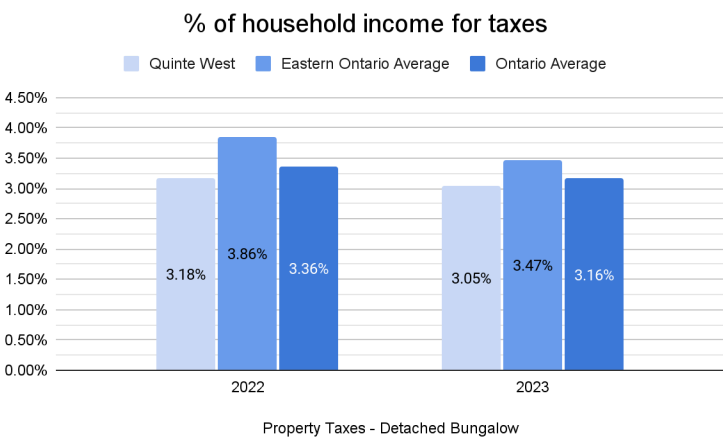


Chart: Property taxes as a % of income

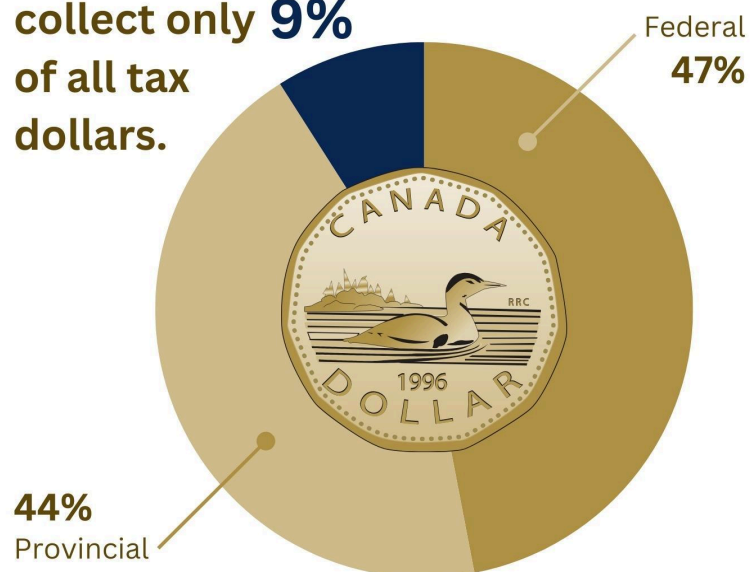


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Further, when property taxes are compared to federal and provincial taxes, it is important to note that very few tax dollars are levied to meet the needs of a municipality. For every tax dollar paid by Canadians, municipalities on average receive only 9 cents.

Figure: Government tax collection rates

Municipal governments collect only 9% of all tax dollars.



2024 Budget highlights and departmental goals

The 2024 budget incorporates the City's strategic goals across all departments and outlines key initiatives and

projects for the coming year. In the departmental budget sections of this book, each department identifies specific goals and projects that address specific community needs, enhance operational efficiency, and foster sustainable growth.

Highlights of the City's 2024 goals include:

- Completing the Parks and Recreation Master Plan.
- Completing a Development Charge Study.
- Completing renovations to the City's medical building at 149 North Murray St.
- Completing the Industrial Land Strategy.
- Implementing a monthly water-billing process for all residential water accounts.
- Updating Quinte West's Municipal Emergency Response Plan to meet new provincial requirements.
- Implementing an employee performance development program.
- Finalising the updated Quinte West Official Plan, pending provincial review.
- Updating the City's engineering standards and guidelines documents.
- Delivering an updated corporate Strategic Plan.

2024 Budget format

This budget book outlines the overall budget implications for each of the City's Operating and Capital budgets.

Summaries of each department budget are provided in the respective sections of this book. In each departmental

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section of the book, staff have provided a department overview including:

- Information about each department
- 2023 departmental accomplishments and highlights
- 2024 strategic goals, and
- A breakdown of increases and decreases to each departmental budget.

The 2024 budget impacts are explored under three categories: Core/Inflation, Growth, and Service.

- Core/inflationary adjustments refers to changes in the budget due to inflation or other core cost increases that affect existing service levels.
- Growth refers to the budget adjustments needed to accommodate growth in demand for City services or expansion of services.
- Service level changes outline budget changes that are a result of modifications in the level or quality of services currently or to be provided.

Supplemental detail to each departmental Operating or Capital budget can be found in the appendices in this book.

2024 Budget alternatives

Council looks to staff for ways to mitigate increases to the Tax Levy. The following cost mitigation alternatives were offered for Council's consideration.

- Require that External Partners work with their respective Boards to explore alternatives to limit budget increases
- Implementing a reduction in specific City services (i.e. converting roads from asphalt to gravel, delaying the replacement of fire trucks, increasing the replacement age for City fleet vehicles).
- Reviewing specific user fees for possible fee increases (i.e. bag tags fees, arena rental fees).
- Utilising reserves to offset one-time budget expenditure amounts (i.e. fund Quinte Waste increase from future savings in recycling under Producer Responsibility coming into effect in 2025)
- Evaluating partner agreements to limit overlap in services or limit scope of services
- Sell City-owned land as a short-term solution to generating revenue to resolve funding issues.

In order to determine the financial impact of any budget mitigation alternatives, clear direction from Council were requested to identify which alternatives should be investigated further by staff.

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2024 Operating Budget

The 2024 Operating budget funds the City's day-to-day expenditures such as wages, utilities, supplies, fuel and insurance, among other costs. The 2024 Operating budget is presented under three expenditure categories in order to show the impacts of these budget divisions on the tax levy:

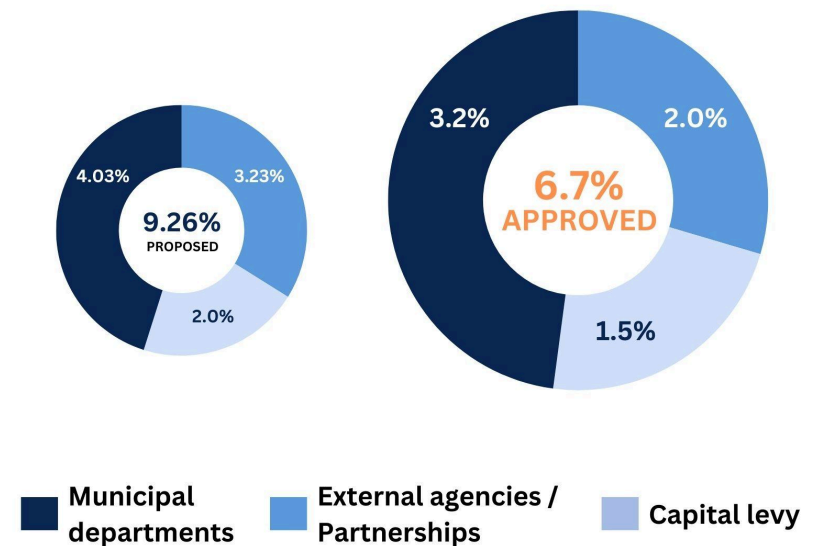
1. Municipal departments
2. Capital levy
3. External agencies/Partnerships.

Under each of these categories, this budget book shows how each Municipal Department budget has changed from 2023 according Core/Inflationary, Growth, and Service level changes.

The Operating budget impacts also includes an increase to the Capital levy, 1.5% of the tax levy increase, that brings the transfer to the Capital Budget to over \$12.7 million annually.

Chart: Quinte West approved 2024 residential levy increase, 6.7%

Quinte West 2024 tax levy increase



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Table: 2024 City of Quinte West Operating Budget

2024 City of Quinte West Budget	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Total General Revenues	\$ (74,352,831)	\$ (80,637,355)	\$ (6,284,523)	7.03%	1.29%	0.13%	8.5%
Capital Levy	\$ 11,645,000	\$ 12,702,500	\$ 1,057,500	0.00%	0.00%	9.08%	9.1%
Special Levy	\$ 300,000	\$ 300,000	\$ -	0.00%	0.00%	0.00%	0.0%
Municipal Departments	\$ 33,689,532	\$ 37,306,970	\$ 3,617,439	7.99%	1.68%	1.07%	10.7%
External Agencies	\$ 28,718,300	\$ 30,327,885	\$ 1,609,585	5.36%	0.00%	0.25%	5.6%
Expenditures	\$ 74,352,832	\$ 80,637,355	\$ 6,284,524	5.69%	0.76%	2.00%	8.5%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

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Municipal departments

Municipal department budgets make up 46% of the overall City Operating budget. The department budget breakdown summary is outlined below. Corresponding detailed department operating budget tables are available in each departmental budget section of this book, and in the appendices.

Table: 2024 Operating budget for Municipal Departments

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Council and CAO	1,435,250	1,549,850	114,600	7.98%	0.00%	0.00%	7.98%
Finance	2,897,730	3,164,550	266,820	5.06%	3.67%	0.47%	9.20%
Human Resources	849,754	916,400	66,646	4.90%	8.83%	-5.88%	7.85%
Corporate Services	2,994,200	3,205,400	211,200	3.58%	3.47%	0.00%	7.05%
Community Services	5,121,302	5,565,066	443,764	4.23%	1.69%	2.74%	8.66%
Public Works	15,721,325	17,594,650	1,873,325	9.55%	1.23%	1.14%	11.92%
Planning and Development	1,421,770	1,620,172	198,402	8.61%	0.00%	5.35%	13.96%
Fire Services	3,248,200	3,690,882	442,682	13.63%	0.00%	0.00%	13.63%
Total Municipal Departments	33,689,532	37,306,970	3,617,439	7.99%	1.68%	1.07%	10.74%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET

Core/Inflationary adjustments

Trends and issues affecting the City's Operating budget:

- 6.2% of the salaries and benefits increase reflects contractual obligations and increases such as benefits and pension.
 - Benefits premiums increased 11% upon renewal in July, making up 1% of the 6.2% increase.
- 8.2% in additional fleet costs across all departments account for inflationary capital replacement costs, repairs and maintenance, and fuel prices. Increased the annual fire fleet capital transfer amount by \$285,000.
- 8% increase in garbage collection/disposal and organics costs in line with 8% increase in bag tag revenues.
- 5% increase for utilities (heat, hydro, water) for all facilities.
- Insurance premiums and claims have increased 13%.
- Additional Fire Training Officer in 2024 for the delivery of in-house firefighter training and certification.

Growth requirements

Growth requirements for the municipal budget:

- There was \$960,000 in additional revenue from growth in assessment
- \$580,000 was used for increase in operating costs related to salaries and benefits to accommodate for

additional staffing needs as approved in phase two of the organisational review.

- \$40,000 was for new software
- \$340,000 was used to fund external partnerships

Table: City of Quinte West current staffing resources

Division	2023 FTEs	2024 FTEs
Community Services	45.3	45.8
Public Works & Environmental Services	89.6	91.5
Finance	27.3	28.0
Office of the CAO	3.0	3.0
Human Resources	4.0	5.0
Corporate Services	14.0	14.0
Planning & Development	27.0	27.0
Fire	20.0	21.0
Staffing Total	230.2	235.3

Service level changes

Service level changes affecting the municipal budget:

- Changes allowing free parking have removed \$58,000 in revenue from the budget.
- Sanding and salting quantities have been reduced by 5% for a \$100,000 change.
- Reduced internal staff training budget by 50% to better reflect actual spend.

2024 BUDGET

External agencies/Partnerships

External agencies and partnerships make up 38% of the overall City budget. Many of the boards and organisations listed below have reviewed and approved their corresponding 2024 budgets at the board-level.

Table: Operating expense budget for external agencies

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Health Services	\$ 1,467,600	\$ 1,566,900	\$ 99,300	6.77%	0.00%	0.00%	6.8%
Hastings County (Social Services)	\$ 11,715,000	\$ 12,593,625	\$ 878,625	7.50%	0.00%	0.00%	7.5%
Quinte West Public Library	\$ 1,642,600	\$ 1,725,000	\$ 82,400	5.02%	0.00%	0.00%	5.0%
Quinte Transit	\$ 1,761,000	\$ 1,969,500	\$ 208,500	11.84%	0.00%	0.00%	11.8%
Quinte Waste Solutions (Recycling)	\$ 1,225,000	\$ 1,225,000	\$ -	0.00%	0.00%	0.00%	0.0%
OPP (Policing)	\$ 9,241,400	\$ 9,446,360	\$ 204,960	1.45%	0.00%	0.77%	2.2%
Other Agencies	\$ 1,665,700	\$ 1,801,500	\$ 135,800	8.15%	0.00%	0.00%	8.2%
Total External Agencies	\$ 28,718,300	\$ 30,327,885	\$ 1,609,585	5.36%	0.00%	0.25%	5.6%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET

Health Services

The Health Services section of the external agencies and partnerships budget includes funding for: Hasting Prince Edward Public Health (4.6% increase), grants to hospitals, and doctor recruitment.

Grants to Trenton Memorial Hospital for \$200,000 and University Hospitals Kingston Foundation (UHKF) for \$90,000 have been budgeted. The City has also committed to provide \$90,000 in funding to UHKF in 2025 and 2026.

The doctor recruitment budget has increased \$50,000. The City continues to sign commitments with additional doctors, bringing the annual spend on this budget item to \$295,000. \$155,000 of which is offset by an existing reserve for this purpose. 2024 would be the final year to utilise this reserve, resulting in a significant increase to this budget projected for 2025.

Hastings County

The City's largest external partnership is with Hastings County which includes: EMS ambulance services, long-term care (LTC), social housing, and other services. Hastings County's budget will be tabled in March 2024. The 2024 budget includes a 7.5% increase for Hastings County budget, assuming that Hastings County is experiencing similar inflation, growth, and service level change pressures.

The City is aware that EMS services are significantly impacted by increases in fuel prices, and LTC is affected by inflationary costs of food and other items. Social support needs continue to be rising, and additional needs and issues are expected to arise.

Quinte West Council pre-determined the City's allocations to Hastings County before the Hastings County budget deliberations for a few reasons:

1. Council needed to provide budget direction to the various City councillors that sit on Hastings County boards and make budget decisions.
2. The sooner the City budget was approved the sooner staff could start projects and issue tenders/RFPs.
3. Council has established a Social Services Reserve that is used as a 'stabilisation reserve'. This reserve has a balance of \$486,000 that can be used to stabilise the budget from year-to-year.

Quinte West Public Library and Quinte Transit

The Quinte West Public Library and Quinte Transit presented their budgets to council. Council limited the Library budget to a 5% increase and limited Quinte Transit to an 11.8% increase.

Quinte Waste Solutions

On July 1, 2023, the Ontario Ministry of Environment, Parks and Conservation implemented regulations to guide the

2024 BUDGET

transition of Blue Box recycling services to full producer responsibility. These new regulations make Blue Box producers fully accountable and financially responsible for collecting and recycling their Blue Box materials when consumers discard them. Full producer responsibility will impact the Quinte Waste budget in 2025 and 2026.

In 2025 and 2026, staff expect significant budget reductions with the current budget potentially going down by more than 50% by the end of this Council term. Quinte Waste Solutions' budget increase of 11% in 2024 is significant, but appears to be temporary. To offset this increase staff continue to budget for the temporary financing of \$356,000 to Quinte West Solutions in 2024. A similar allocation was provided in 2023 for a total reserve draw of \$400,000 that is expected to be repaid from savings over 2025 and 2026.

Ontario Provincial Police (OPP)

The annual OPP billing invoice was submitted with a 1.3% increase to the contract. Provincial Offences Act (POA) revenue administered by Hastings County continues a downward trend with a reduction of \$64,000 in budgeted revenue. Similarly, an increase to the Police Service Board budget for additional board members has pushed this budget up slightly, for an overall increase of 2.2%.

Other external agencies

Other external agencies that receive funding from the City include:

- Bay of Quinte Economic Development
- Bay of Quinte Regional Marketing Board
- Lower Trent Conservation
- Municipal Property Assessment Corporation (MPAC)
- Quinte Conservation
- Quinte West Chamber of Commerce
- Small Business Center

The conservation authorities have a combined budget increase of 15%. All other agencies have provided budgets with an average increase of 3%.

2024 BUDGET

Operating budget revenue

Operating budget revenue includes: taxation, user fees, reserves and other revenue. Taxation revenue and other revenue are highlighted independently in this section, as all other revenues will be discussed in the departmental budget sections to which it relates.

Taxation and other revenue

General taxation revenue is required to increase in line with the City's Operating expenses in order to present a balanced budget. Of the City's \$80 million in revenue, 1.29% of the budget's revenue increase comes from growth in new construction assessment. This additional revenue is linked to growth in the services that are required to support the additional population results from the new construction. In addition to the growth, the remaining 7.16% of the revenue increase is required to cover inflationary increases or changes in service levels. Additionally, the 2024 budget includes an increase in the Ontario Disability Support Program (ODSP) tax credit from \$600 to \$675.

Area rating revenue is related to street lighting and full-time firefighting budgets that are paid for by taxpayers in specific areas of the municipality. This revenue is projected to increase in line with the increased costs of those budgets.

School board revenue is collected on behalf of the school boards and remitted without any benefit to the City's budget.

Other revenue includes use of reserves, investment revenue, interest penalty, and Ontario Municipal Partnership Fund (OMPF) funding from the province. While provincial revenue has decreased from 2023, bank interest is expected to increase by \$200,000.

Reserve transfers used for one-time purposes to achieve a reduced tax levy increase in 2023 have been removed from the 2024 budget. In 2023, a total of \$411,000 in one-time reserves were used to decrease the tax rate by 0.63%. The one time reserves used in 2023 include \$75,000 for winter control, \$56,000 for Frankford landfill chipping, \$80,000 from the healthcare reserve for operating expenses and \$200,000 from capital for operating rate stabilisation. The one-time reserves removed from the 2024 budget equate to a 0.58% increase in the 2024 tax rate. A one time reserve transfer in 2024 of \$150,000 has been made for the airshow.

2024 BUDGET

Table: Revenue summary for the Operating expense budget

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
General Taxation Revenue	\$ (71,554,931)	\$ (77,828,355)	\$ (6,273,423)	7.43%	1.34%	0.00%	8.8%
Area Rating Revenue	\$ (2,738,700)	\$ (2,881,100)	\$ (142,400)	5.20%	0.00%	0.00%	5.2%
School Board Taxation	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.0%
Other Revenue	\$ (2,797,900)	\$ (2,809,000)	\$ (11,100)	-3.06%	0.00%	3.46%	0.4%
TOTAL REVENUE	\$ (77,091,531)	\$ (83,518,455)	\$ (6,426,923)	6.97%	1.25%	0.13%	8.3%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET

Area-rated taxation revenue

Area rating revenue is related to street lighting and full-time firefighting budgets that are paid for by taxpayers in specific areas of the municipality. This revenue is projected to increase in line with the increased costs of those budgets.

Table: Operating budget for area-rated taxation revenue

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Streetlights	326,200	329,000	2,800	0.86%	0.00%	0.00%	0.86%
Career Firefighters	2,412,500	2,552,100	139,600	5.79%	0.00%	0.00%	5.79%
Net Expenditures	2,738,700	2,881,100	142,400	5.20%	0.00%	0.00%	5.20%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET

Total tax levy impact

Tax Levy increases vary by property classification and whether the levy includes an area-rate tax levy for streetlights or full-time firefighting.

In 2024, Trenton Ward taxpayers will experience a higher tax dollar increase but lower tax rate percentage increase due to lower increases in area-rating related rates in this ward. The table below shows the 2024 tax amounts by ward, based on a \$250,000 assessed value of an average Quinte West home. These increases are based on the average assessed property value in each class. Individual property amounts will vary.

Table: 2024 yearly tax amounts by ward

Ward	Yearly Tax Amount	Yearly Increase	Monthly Increase	% Increase
Trenton	\$3,998.81	\$246.83	\$20.57	6.6%
Sidney	\$3,604.14	\$226.37	\$18.86	6.7%
Murray	\$3,604.14	\$226.37	\$18.86	6.7%
Frankford	\$3,631.06	\$227.61	\$18.97	6.7%
Average	\$3,709.53	\$231.80	\$19.32	6.7%

The table below shows the value of the average 2024 tax increases for each property tax class in the City. All tax classes in the chart below are calculated as a multiple of residential taxes as per the tax by-law. Therefore any changes to total assessment values in 2024 from 2023 will create minor differences in the tax levy increase for that tax class:

Table: 2024 monthly tax amounts tax class

Tax class	Avg monthly change	Avg Annual Change	City Average
Residential	\$19.32	\$231.80	6.7%
Commercial	\$60.63	\$727.50	5.1%
Industrial	\$49.14	\$589.65	5.8%
Farm	\$3.71	\$44.51	6.7%
Multi-Res	\$313.08	\$3,756.96	7.1%

User fees and reserves

User fees are charged by municipalities to recover a portion of the costs for services, including recreation program fees, facility rental fees, building permits, and more. These fees are paid by the specific user or group of users, including visitors and non-residents, rather than property owners through the municipal tax base.

2024 BUDGET

User fees ensure tax fairness based on an understanding of who benefits from the services being delivered: an individual user (a public skating enthusiast) or a group (motorists who park in downtown areas), versus a large portion (or all) of the population (residents that rely on emergency services). Fully funding user-fee based services through the tax levy would significantly increase property taxes for individuals who may never use the specific services.

User fees ensure the City maintains adequate service levels comparable to other municipalities, and meets user expectations by balancing affordability with demand for services. Council approves a list of user fees through the fees and charges by-law before the year in which the fee is implemented. As part of the budget process, fees are reviewed to ensure they are offsetting the cost of providing the service, as well as aligning with comparable fees of neighbouring communities. All Quinte West fees and charges currently approved for 2024 can be found within their respective by-laws online at quintewest.ca/bylaws-enforcement.

The following user fees have a significant impact on the City's overall budget:

- Arena rental and Sports field rental fees
- Bag tag fees
- Facility rental fees

The majority of 2024 user fees were set based on Council's approval of a two-year user fee by-law as part of the 2023

budget deliberations. Council increased the price of bag tags from \$3.00 to \$3.25 each as part of the 2024 budget process, increasing bag tag revenue by \$150,000.

Special/Capital levies

The 2024 budget increase of 6.7% includes 1.5% specifically for Capital, resulting in \$1.1 million in additional revenue. This portion of the levy will increase the funds available for the Capital budget.

There are existing special levies of \$150,000 for Industrial Land and Housing Initiatives. A one-time \$550,000 transfer of PILT funding in 2023 combined with the 2024 special levy of \$150,000 brings the Housing Initiatives reserve balance to \$1 million.

These special levies were added to the budget in 2022, and will accumulate in designated reserves for Council to consider targeted projects. The Housing Action Plan as well as potential results from the current Industrial Land study may require use of these funds, and potentially additional funding.

2024 BUDGET

2024 Capital Budget

The 2024 Capital Budget reflects a variety of projects that address a specific need(s). These projects have been reviewed and prioritised by staff in accordance with Asset Management practices as well as the Capital Budget Scoring Tool presented to Council. The Capital budget was approved on January 8, 2024. It is important to note, most growth-related Capital projects have been pushed beyond 2024 to ensure the Development Charge Study can be reviewed and approved by Council before financial commitments to those growth projects are made.

For the 2024 Fleet Budget, similar to 2023, Council was asked to re-approve fleet replacements for 2025 and 2026 in addition to approving 2024 capital needs. Both the 2024 and 2025 Fleet Budget were approved during the council meeting on January 8, 2024. This will allow staff to begin procurement for fleet purchases that have significant delays in delivery expectations.

The 2024 Capital Budget below is detailed further throughout the budget book as well as in the appendices.

2024 BUDGET

All City Capital expense budget

Table: All City Capital expense budget

2024 All City Capital Program		
Project Name	Priority Score	Total
Wooler Road Pipe Upsizing: From Davis St W to Store St - Additional Money	71	700,000
Victoria Avenue Full Reconstruct: From Henry St to King St	68	827,000
Marina - Replace Breakwall	66	7,000,000
Culvert between Enterprise and Skyview Trailer Park - Study & Design	60	150,000
UPS Backup System Server Room - City Hall	59	50,000
Various Roads Program - Arterial	56	6,340,000
Sidewalk Replacement Program	56	400,000
EOC Operation Center A/V Upgrades	55	50,000
Additional Funds - YMCA - generator	55	100,000
Mini-Pumper Replacement - Unit 632	54	70,000
SUV Replacement - Unit 101	54	72,000
Additional Funds - Tanker Replacement - Unit 642	54	615,000
Frankford Canal Bridge Expansion Joints Replacement	53	620,000
Various Roads Program - Local	53	1,368,000
CO detection replacement	50	30,000
Surface Treated Program	49	1,680,000
Bain park ball field renovations (rocks coming up through field)	46	100,000
New Staikos subdivision park across from Walmart	40	80,000
Youth Centre - roof replacement	39	20,000
New Box Culvert on County Road 40 - Replace current undersized Culvert	36	500,000
Community Safety Technology	36	125,000
YMCA - roof replacement 4.0	35	450,000
Soccer Tournament - 6 Aluminum 15' Bleachers	33	10,000
Soccer Tournament - Concrete Pads for Benches/Shelters/Bleachers	33	15,000
Soccer Tournament - Covered Benches for each team and officials	33	50,000
City Hall - exterior duct work insulation & weatherproofing	31	55,000
Additional Funds - 149 North Murray renovations	29	650,000
Frankford Tourist Park - Kantech access control system	25	12,000
Carrying Place industrial park entrance sign	21	50,000
Upgrade Traffic Controllers	21	30,000
30 Pelham - rear entrance canopies	21	150,000
YMCA - steam room tiles, floor & walls	20	50,000
City Hall - First Floor Meeting Spaces/Accessibility	16	50,000
Upgrade and revitalize 401 signs and signature garden landscaping	14	50,000
Operations building renovation - fleet supervisor office	10	75,000
Irrigation Wallbridge Historical Park	6	8,000
All City Total		22,602,000

2024 BUDGET

2024-2025 Capital Budget - Fleet

Table: 2024-2025 Capital Budget - Fleet

2024 City Fleet Capital Program		
Project Name	Priority Score	Total
1/2 Ton for By-law: Replace 2-20 - 2014 Ford F-150	35	60,000
1/2 Ton for Engineering: Replace 2-25 - 2017 Chevrolet Volt	35	60,000
Lawn Mower for Parks: Replace 1-15 - 2011 Toro Lawnmower	35	93,000
1 Ton for Parks: Replace 1-17 - 2011 Ford F350	35	165,000
Loader for PW Roads - Replace 1-63 - 2015 Bobcat Loader	35	155,000
1/2 Ton for PW - Light vehicles: Replace 6-13 - 2009 GMC Sierra 1/2 Ton	35	60,000
3/4 Ton for PW - Light vehicles: Replace 6-19 - 2008 Ford F250 4X4 Regular Cab XL	35	80,000
1/2 Ton for PW - Light vehicles: Replace 6-16 - 2009 GMC Sierra 1/2 Ton	35	60,000
SUV/Car for PW - Light vehicles: Replace 6-02 - 2019 Ford F150	35	60,000
Tandem Snowplow for PW Roads: Replace 8-08 - 2011 International Workstar 7600SBA	35	450,000
Dash Cameras for Snowplow Trucks	36	50,000
Backhoe for PW Roads: Replace 8-38 - 2009 B95B Backhoe	35	210,000
Dump Truck for PW Roads: Replace 8-06 - 1985 International T#24	35	225,000
New Service truck for Mechanics	36	309,000
Single Axle Plow for PW Roads: Replace 8-28 - 2004 Freightliner FL-80	35	380,000
2024 City Fleet Total		2,417,000

2024 BUDGET

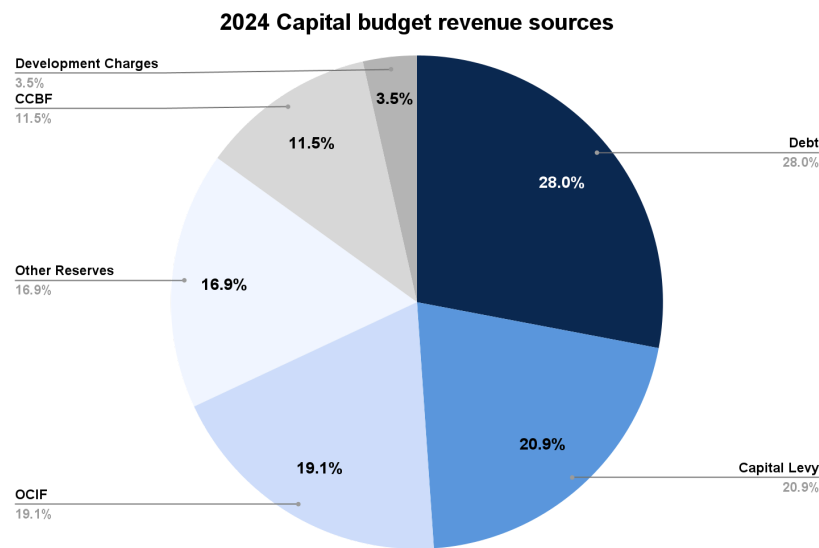
Table: 2024-2025 Capital Budget - Fleet, continued

2025 City Fleet Capital Program		
Project Name	Priority Score	Total
Pumper Replacement - Unit 132	54	721,000
1/2 Ton for Facilities: Replace 1-25 - 2007 GMC Sierra 1500	35	62,000
Trailer for Parks: Replace 1-20 - 2000 Homemade Trailer - Orange	35	26,000
1/2 Ton for Parks: Replace 1-47 - 2009 Dodge Ram 2500	35	62,000
3/4 Ton for Parks: Replace 1-42 - 2009 Dodge Ram 2500	35	124,000
Lawn Mower for Parks: Replace 1-21 - 2011 Toro Lawnmower	35	77,000
New Ball Diamond Groomer	51	44,000
1/2 Ton for PW - Light vehicles: Replace 6-31 - 2011 GMC Sierra	35	62,000
3/4 Ton for PW - Light vehicles: Replace 6-22 - 2012 Ford 250 SRW	35	82,000
3/4 Ton for PW - Light vehicles: Replace 6-21 - 2012 Ford 250 SRW	35	82,000
Tandem Snowplow for PW Roads: Replace 8-25 - 2011 International Workstar 7600SBA	35	464,000
Single Axle Plow for PW Roads: Replace 8-12 - 2005 International	35	391,000
Loader for PW Roads: Replace 8-21 - 2010 JCB Loader	35	438,000
Backhoe for PW Roads: Replace 8-43 - 2014 Jcb Backhoe (#1)	35	216,000
Replace 8-13 - 2007 Snogo Snowblower	35	273,000
2025 City Fleet Total		3,124,000

2024 BUDGET

Revenue breakdown

Chart: 2024 Capital budget revenue sources

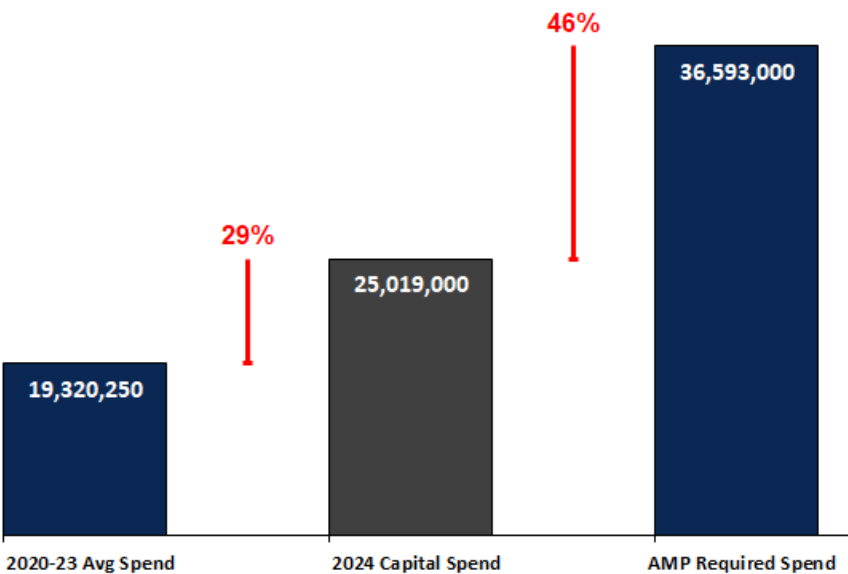


Asset Management alignment

Asset Management Planning (AMP) suggests the City should spend \$36.6 million per year to maintain current conditions of infrastructure assets, which is significantly more than the \$19.3 million the City has averaged over the past four years. Moreover, the \$25 million spend in the 2024 Capital Budget assumes Council will continue to increase the Capital Levy transfer as part of the overall tax levy increase. Sustainable increases in funding for the 2024

budget include a 1.5% capital levy (\$1.06 million), increased charge out rates for fleet replacement (\$300,000) and an increased transfer to the fire capital reserve (\$280,000). Even with the \$1.64 million in additional capital funds, there will continue to be a significant shortfall, or infrastructure deficit, from the AMP required spend for the next decade unless significant capital funding is levied/secured.

Chart: Historical, 2024 Budget, and AMP required Spend on Capital



2024 BUDGET

2023 Capital budget carryforward

2023 Capital projects not yet completed are included as carried forward into 2024. The majority of these capital projects are funded from reserve funds, and therefore if the project is carried forward from one year to the next or for a period of time, the funding remains in the associated reserve fund until it is spent.

Each year, capital projects are carried forward for a number of reasons including:

- Projects that span multiple years and have multiple components (design, construction).
- Deferral of projects due to contractor/municipal staff capacity.
- Deferral due to change (increase) in project costs
- Waiting on other governmental approvals to proceed with a project.

The projects being carried forward into 2024 are valued at \$19 million. The value of projects carried forward into 2023 was \$17 million. Projects being carried forward into 2024 have already received Council approval.

A list of 2023 carryforward capital projects is available in the appendix.

Long-term capital plan

The long-term capital plan detail was provided during the 2024 budget process. The compiled list for the long-term capital plan for the over \$1.8 billion in City assets was based on a variety of factors, including but not limited to:

- Active Transportation Master Plan
- Asset Management Plan
- Business Retention & Expansion (BR&E)
- Centennial Park Master Plan
- Development Charges Study (Ongoing)
- Facilities / Parks & Recreation Master Plan (Ongoing)
- Official Plan
- Parks Master Plan
- Tourism Development Strategy
- Trails Master Plan

The Capital Plan adheres to the following criteria:

- 1.5% Capital Levy in 2024 and 2% Capital Levy each year for 9 years from 2025-2033
- Limit overall debt payments not funded by development charges.
- No enhancements to current levels of provincial/federal funding.
- 3% inflationary factor per year going forward.
- New 2024 development charges will fund a portion of growth projects.

A list of long-term capital plan projects is available in the appendix and is subject to change from year to year.

2024 BUDGET

2024 Financial Position - Debt and Reserves

Reserves 2023-2024

The City has a reserve policy that sets out target balances and required categories. Similar to a household or business, the municipality should set aside funds for unexpected expenses, or to build up balances to pay for large capital infrastructure projects. That target balances of the reserves are indicators of a healthy reserve balance. The projected reserve balances for the City are well below the target balances. Reserve funds are different from Reserves as they are amounts received from external sources with conditions, such as the federal and provincial governments and amounts from developers for development charges (DCs), shown as obligatory in the chart below. This projected balance is due to the timing of when funds are received and when they are spent. All obligatory funds have been earmarked for future capital budgets.

Table: Quinte West's Reserve outlook

Description	Target Balance	2023 Projected	2024 Budget
Contingencies / Stabilization and Risk Management	\$3,000,000 (ceiling: \$6,000,000)	4,188,357	3,390,757
Special Projects and New Initiatives	N/A	2,069,769	2,151,769
Capital Asset - Renewal and Replacement	16,000,000	9,005,205	8,731,143
Capital Asset - Growth	5,000,000	1,089,172	1,615,172
Debt Elimination Reserves	\$10,000,000 (ceiling: \$40,000,000)	5,803,129	5,068,336
Total Reserves (Discretionary)		22,155,631	20,957,177
Obligatory	N/A	18,802,059	18,226,696
Total Reserve Funds (Non-Discretionary)		18,802,059	18,226,696
Total Reserves and Reserve Funds		40,957,690	39,183,873

2024 BUDGET

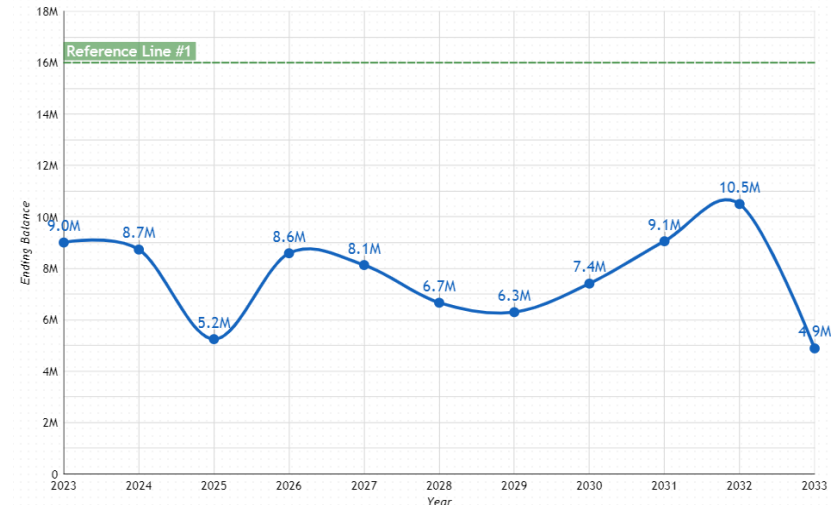
One-time PILT allocation to reserves

The one-time PILT payment of \$3 million received at the end of 2023 was designated for use in future projects and added to the 2023 reserve balances as follows:

- \$1,000,000 was added to the Industrial Land reserve
- \$932,342 was allocated to the Municipal Capital reserve.
- \$550,000 was added to the Housing Initiatives reserve \$200,000 was added to the Social Services reserve
- \$200,000 was added to the Medical Recruitment reserve, and
- \$150,000 was allocated to the 2024 Quinte International Air Show.

Capital reserve outlook

Chart: Quinte West long-term Capital Plan reserve projections



The long-term Capital Plan reserve projection in the chart above is only for the City's Capital reserve outlook. The Capital reserve outlook is based on maintaining a 2% Capital levy increase each year for the next 10 years. In this projection, the City's Capital reserve grows over time, but does not reach the target balance of \$15 million.

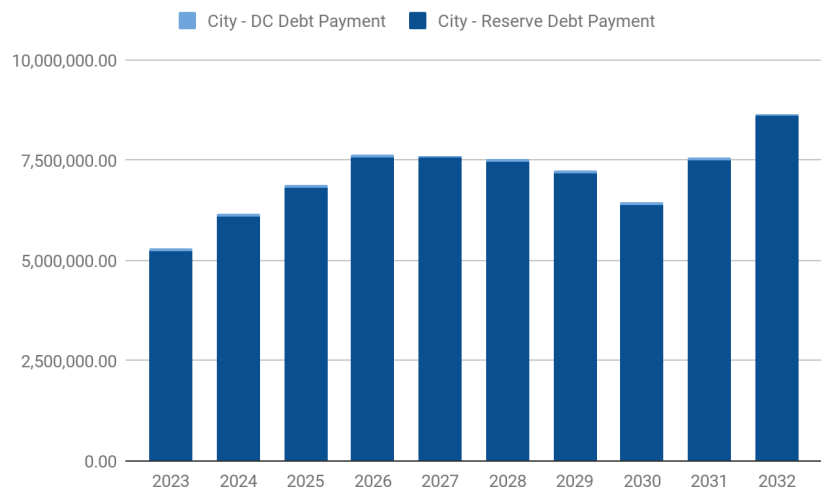
Debt 2023-2024

The budget is produced with the long term plan to keep debt at current levels. The focus is to use reserves and reserve funds for capital replacement projects. At the end of 2023 the City will have \$51 million in outstanding debt.

2024 BUDGET

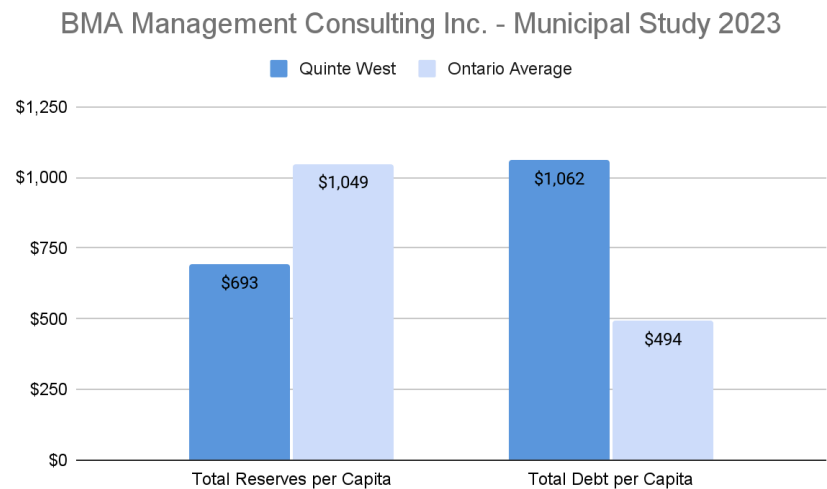
In 2024, the City will incur approximately \$860,000 in new debt payments related to the Trent Port Marina breakwall project, and completing the Centennial Park boat launch and Wooler Road bridge rehabilitation 2023 carryover projects. These additional debt payments will all be funded from Capital reserves.

Chart: Quinte West’s debt payments



According to BMA Management Consulting Inc, Quinte West is below the Ontario average for reserves per capita. Quinte West is above the Ontario average of total debt per capita due to debt the City has already taken on for past projects.

Chart: Quinte West total reserves per capita and total debt per capita



2024 Budget by Department



2024 BUDGET BY DEPARTMENT

Council and CAO

About Council and CAO

The City of Quinte West is led by a mayor and 12 council members representing its four wards (Frankford, Murray, Sidney, and Trenton). Elected for a four-year term, council members approve policies and oversee the delivery of City services and projects. Collaborating with the Chief Administrative Officer (CAO), Council sets service delivery levels and ensures compliance with legislation.

Regular public meetings enable Council to review city affairs, receive input from constituents, establish by-laws, and make decisions. A committee system supports Council's functions, offering ongoing recommendations on specific initiatives including planning, parks, traffic safety, and accessibility.

The Mayor's Office and CAO serve as pivotal links between Council and City staff. The CAO, functioning as the City's administrative head, guides operations and advises Council on strategic matters, financial planning, legislation, and

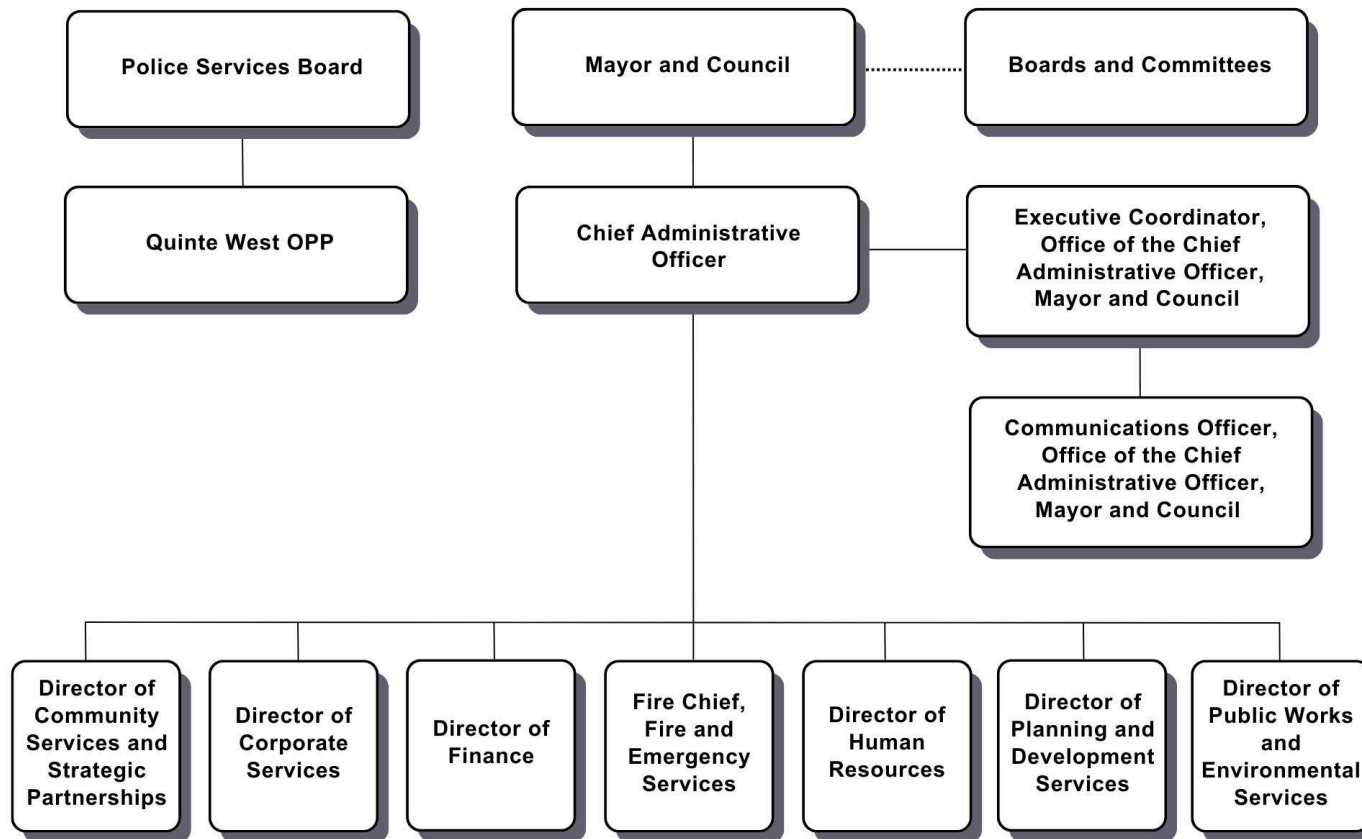
overall municipal operations. The Senior Management Team, composed of department directors, provides strategic counsel to the CAO, ensuring regular operational updates, and project and resource management.



2024 BUDGET BY DEPARTMENT - COUNCIL AND CAO

Council and CAO staffing structure

Figure: Organisational chart for the Council and CAO department



2024 BUDGET BY DEPARTMENT - COUNCIL AND CAO

2023 Accomplishments

The Council and CAO 2023 accomplishments include:

- Attendance by the Mayor, members of Council, and the CAO at the Association of Municipalities of Ontario annual conference, representing Quinte West at delegations with provincial ministers and staff on topics including affordable housing, critical infrastructure, and City finances.
- Attendance by the Mayor and members of Council at 29 new small business openings and numerous business expansions and funding announcements.
- Entering into long-term agreements with two new family physicians in 2023 and maintaining a robust recruitment and retention program that incentivizes new family doctors to the community.
- Establishing the Health Pulse group in conjunction with Loyalist College, Quinte Health, Hastings county, Prince Edward County and the City of Belleville. The mandate of this group is to break down regional healthcare barriers and advocate for appropriate healthcare levels in the region.

2024 Strategic goals

The Council and CAO 2024 strategic goals include:

- Continuing to advocate to higher levels of government for financial assistance to the City.
- Delivering a refresh and update to the City's Strategic Plan.
- Exploring opportunities for digital and in-person engagement with the community on matters of public interest.
- Updating administrative policies to provide a more modernised civic leadership environment.
- Exploring opportunities to further support and attend community cultural events.

2024 BUDGET BY DEPARTMENT - COUNCIL AND CAO

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefits increases reflect contractual obligations and increases such as benefits and pension.
- Budget for memberships better reflects the actual cost of annual membership fees paid by this office.
- ~\$500,000 is budgeted for a number of studies in 2024. There is no net impact to the budget for this expense as there are available reserves. The studies planned for 2024 include:
 - Bridge needs study
 - Comprehensive review of the City's purchasing templates
 - Corporate energy management plan
 - Facility assessment
 - Housing needs assessment
 - Insurance request-for proposal requiring consultant support
 - Strategic Plan update

- Zoning by-law review
- The 2024 Community Grant Fund allotment remains the same as 2023 at \$76,000 and the yearly grant allocations are \$209,800 for 2024. Any increase to these allocations will increase the overall budget.

Growth requirements

Growth requirements for the department:

- There are no growth requirements planned for this department in 2024.

Table: Council and CAO current staffing resources

Division	2023 FTEs	2024 FTEs
Office of the CAO	3	3
Staffing Total	3	3

Service level change

There are no service level changes planned for this department in 2024.

2024 BUDGET BY DEPARTMENT - COUNCIL AND CAO

Operating budget - Council and CAO

Table: Operating expense budget for the Council and CAO office

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Council	\$ 591,300	\$ 634,900	\$ 43,600	7.37%	0.00%	0.00%	7.4%
Council Support	\$ 99,600	\$ 104,400	\$ 4,800	4.82%	0.00%	0.00%	4.8%
Community Grants	\$ 246,850	\$ 285,850	\$ 39,000	15.80%	0.00%	0.00%	15.8%
CAO	\$ 397,500	\$ 424,700	\$ 27,200	6.84%	0.00%	0.00%	6.8%
Municipal Plans/Studies	\$ 100,000	\$ 100,000	\$ -	0.00%	0.00%	0.00%	0.0%
TOTAL COUNCIL SUMMARY	\$ 1,435,250	\$ 1,549,850	\$ 114,600	7.98%	0.00%	0.00%	8.0%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT

Community Services and Strategic Partnerships

About Community Services and Strategic Partnerships

The Community Services and Strategic Partnerships department is responsible for developing and implementing Economic Development, Tourism and Communication strategies and initiatives for the City, along with the delivery and support of internal and external events.

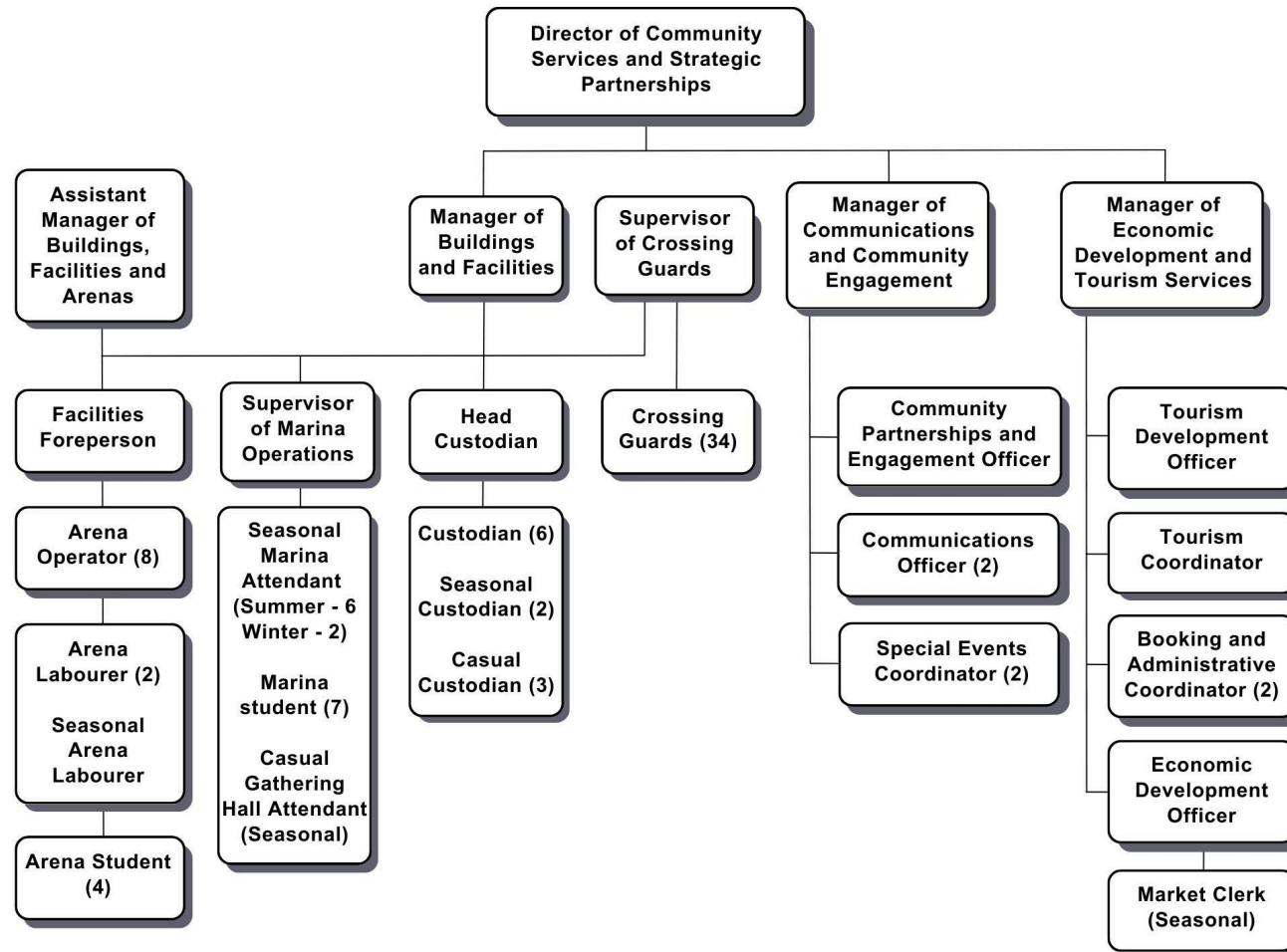
The department is also responsible for the management of all City facilities which includes the day-to-day operations of the arenas and marina, as well as crossing guard operations across 27 different locations. In addition, the department is actively involved in developing and maintaining numerous strategic partnerships with various local groups and organisations.



2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Community Services and Strategic Partnerships staffing structure

Figure: Organisational chart for the Community Services and Strategic Partnerships department



2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

2023 Accomplishments

The Community Services and Strategic Partnerships 2023 accomplishments include:

- Receiving a Top 100 Festivals and Events award from Festivals & Events Ontario (FEO) for the Hops on the Water Craft Beer Festival.
- Completing 10 acres of Industrial Land sales supporting new job creation.
- Launching a new online facility booking system allowing customers to book ice time at the Duncan McDonald Memorial Community Gardens and Dr. McMullen Recreation Centre.
- Implementing a Trent Port Marina Boater Engagement Group.
- Implementing a summer drop-in pickleball program in cooperation with the John Williams YMCA
- Hosting the first In Their Shoes Fundraising and Awareness Walk in cooperation with community stakeholders and as part of the City's Community Safety & Well-Being Plan.
- Supporting local workforce development in Quinte West in partnership with Loyalist College at the 2023 Best Places to Work Career Expo in Ottawa and the Work in Quinte regional career fairs in partnership with the City of Belleville.
- Celebrating the City's 25th anniversary with a series of free community activities and initiatives that tell the story of our growing community.

2024 Strategic goals

The Community Services and Strategic Partnerships 2024 strategic goals include:

- Completing the City's 15-year Parks and Recreation Master Plan.
- Completing renovations to the City's medical building at 149 North Murray St.
- Implementing a new Tourism-sector Community Improvement Plan.
- Implementing an updated Downtown Commercial Community Improvement Plan.
- Completing an Industrial Lands review and strategy.
- Delivering the Canada Soccer Toyota National Championships U-15 Cup soccer tournament.

2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefit increases reflect contractual obligations and increases to benefits and pension requirements.
- 7% increase in utility cost increases are anticipated across all facilities.
- Increased contract service costs are anticipated to affect facilities, maintenance, and event expenses.

Growth requirements

Growth requirements of the department:

- Establish permanent salary funding for the Tourism Coordinator position. This position was funded by the Municipal Accommodation Tax (MAT) in 2023.
- Addition of an Executive Assistant position to support department administration.

Table: Crossing Guard current staffing resources

Division	2023 FTEs	2024 FTEs
Crossing Guards	32.9	32.9

Table: Community Services and Strategic Partnerships current staffing resources

Division	2023 FTEs	2024 FTEs
Director of Community Services	1.00	1.50
Facilities	10.47	10.47
Marina	8.36	8.36
Arenas	13.33	13.33
Economic Develop	3.50	3.50
Tourism	2.44	2.44
Communications	4.24	4.24
Special Events	2.00	2.00
Staffing Total	45.34	45.84

Service level change

Service level changes affecting the department:

- Medical building at North Murray is a new service. No additional 2024 budget implications at this time.
- Provision of cash and in-kind support to the 2024 Quinte International Air Show under Tourism Services funded by one-time PILT payment received in 2023.
- Transition of the Leadercast event to the Quinte West Chamber of Commerce providing \$10,000 in support.
- Increased communication and marketing expenses as a result of the Canadian Online News Act, Bill C-18.

2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Operating budget

Table: Operating expense budget for the Community Services and Strategic Partnerships department

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Director Community Services	\$ 218,300	\$ 281,900	\$ 63,600	7.83%	21.30%	0.00%	29.1%
Corporate Facilities	\$ 669,322	\$ 729,047	\$ 59,725	5.19%	0.00%	3.74%	8.9%
Marina	\$ -	\$ (1,645)	\$ (1,645)	0.00%	0.00%	0.00%	0.0%
Arena	\$ 1,557,980	\$ 1,632,259	\$ 74,279	4.77%	0.00%	0.00%	4.8%
Crossing Guards	\$ 488,700	\$ 512,500	\$ 23,800	4.87%	0.00%	0.00%	4.9%
Economic Development	\$ 774,600	\$ 819,900	\$ 45,300	0.94%	0.00%	4.91%	5.8%
Tourism	\$ 324,300	\$ 452,900	\$ 128,600	8.66%	9.25%	21.74%	39.7%
Community Engagement/Communications	\$ 677,600	\$ 717,100	\$ 39,500	3.32%	1.48%	1.03%	5.8%
Special Events	\$ 410,500	\$ 421,105	\$ 10,605	2.58%	0.00%	0.00%	2.6%
TOTAL COMMUNITY SERVICES	\$ 5,121,302	\$ 5,565,066	\$ 443,764	4.23%	1.69%	2.74%	8.7%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Capital budget

Table: Capital expense budget for the Community Services Capital Program

2024 Community Services Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
Additional Funds - 149 North Murray renovations	29	650,000	650,000	0	0	0	0	0	0
Carrying Place industrial park entrance sign	21	50,000	0	0	0	50,000	0	0	0
Community Services Total		700,000	650,000	0	0	50,000	0	0	0

2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Table: Capital expense budget for the Corporate Facilities Capital Program

2024 Corporate Facilities Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
Marina - Replace Breakwall	66	7,000,000	0	0	0	0	0	0	7,000,000
Additional Funds - YMCA - generator	55	100,000	100,000	0	0	0	0	0	0
Youth Centre - roof replacement	39	20,000	20,000	0	0	0	0	0	0
YMCA - roof replacement 4.0	35	450,000	450,000	0	0	0	0	0	0
City Hall - exterior duct work insulation & weatherproofing	31	55,000	55,000	0	0	0	0	0	0
30 Pelham - rear entrance canopies	21	150,000	150,000	0	0	0	0	0	0
YMCA - steam room tiles, floor & walls	20	50,000	50,000	0	0	0	0	0	0
City Hall - First Floor Meeting Spaces/Accessibility	16	50,000	50,000	0	0	0	0	0	0
Corporate Facilities Total		7,875,000	875,000	0	0	0	0	0	7,000,000

2024 BUDGET BY DEPARTMENT - COMMUNITY SERVICES

Table: Capital expense budget for the Arenas Capital Program

2024 Arenas Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
CO detection replacement	50	30,000	30,000	0	0	0	0	0	0
Arenas Total		30,000	30,000	0	0	0	0	0	0

2024 BUDGET BY DEPARTMENT

Corporate Services

About Corporate Services

The Corporate Services department has two divisions: Legislative Services and Information Technology (IT).

The Legislative Services division delivers a range of civic services and legislative duties in collaboration with all municipal departments, elected officials, other levels of government, and the general public. These functions include supporting Council and Committee proceedings, overseeing the City's information management program, managing municipal elections, issuing licences and processing Municipal Freedom of Information and Protection of Privacy (MFIPPA) access requests.

The IT division supports the City's use of information technology as a strategic tool that improves service delivery and enhances operational efficiencies. The division provides

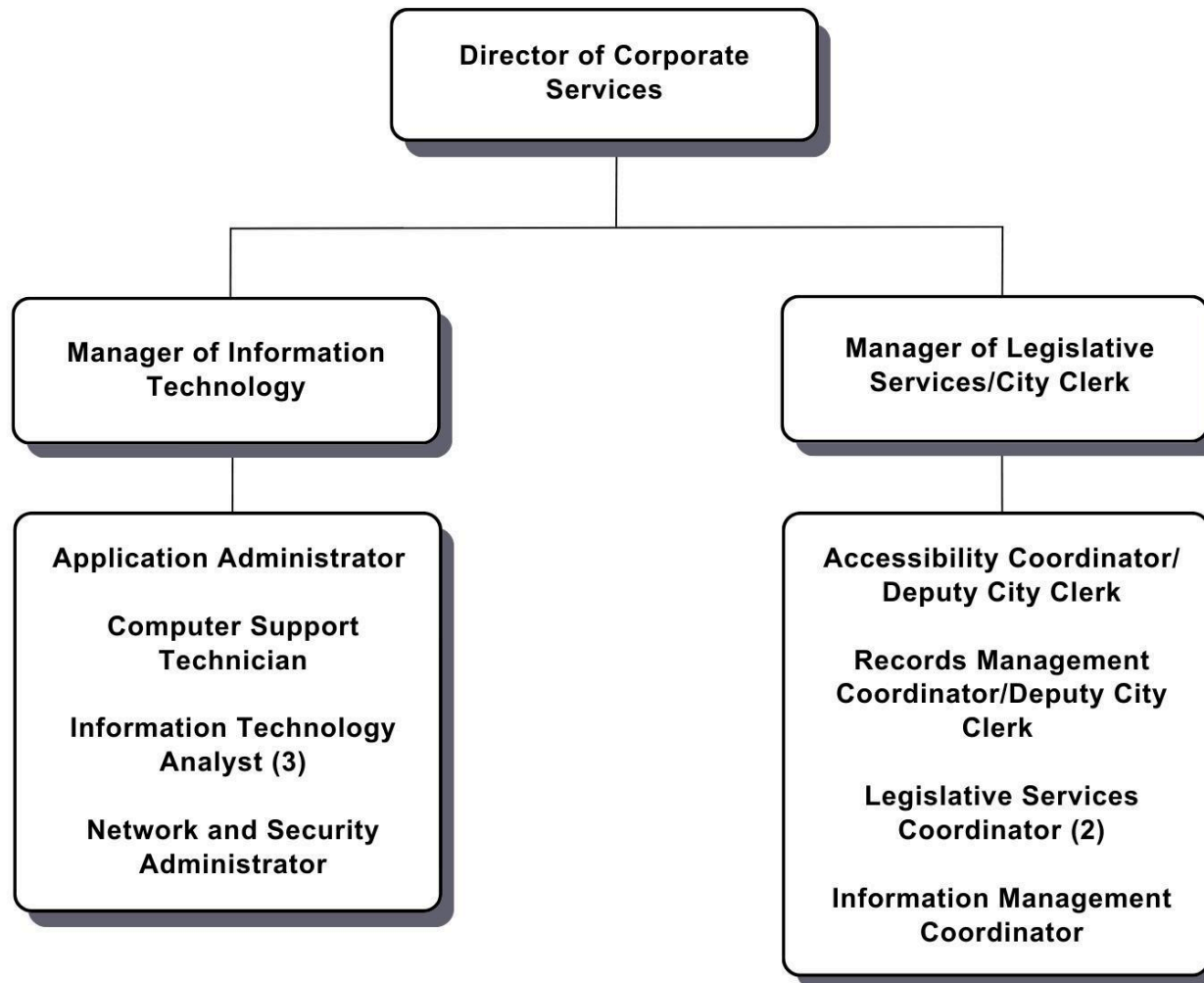
both hardware and software procurement, installation and support to staff in all departments and various external organisations. IT is responsible for the City's technical infrastructure including closed-circuit television (CCTV) camera systems, municipal wide area networks, telephony systems and safety technology.



2024 BUDGET BY DEPARTMENT - CORPORATE SERVICES

Corporate Services staffing structure

Figure: Organisational chart for the Corporate Services department



2024 BUDGET BY DEPARTMENT - CORPORATE SERVICES

2023 Accomplishments

The Corporate Services department's 2023 accomplishments include:

- Supporting over 70 Council, Committee, and Board meetings, bringing 51 reports to Council.
- Delivering the cloud infrastructure efficiency project saving \$3,000 per month in IT costs.
- Onboarding 52 new closed-circuit television (CCTV) cameras for the City and seven new CCTV cameras for the Quinte West OPP to improve community security.
- Adding assistive hearing devices to the customer service counters at City Hall to increase accessible service options.
- Developing the City's online self-serve facility booking system for ice rentals.
- Resolving over 5,000 internal help desk tickets supporting the technical needs of staff and Council.
- Installing upgraded systems and technology as part of the City Hall and Quinte West Public Library Trenton Branch renovation projects.
- Implementing new multi-factor authentication and password management systems to enhance the City's cybersecurity protection.
- Developing a new internal Council report management system streamlining the creation, review and distribution of Council and committee reports.

2024 Strategic goals

The Corporate Services department's 2024 strategic goals include:

- Completing a review of the business licensing by-law to ensure it meets the changing needs of businesses.
- Facilitating training and resource materials that support improved accessibility initiatives throughout the organisation.
- Reviewing and updating the City's multi-year Accessibility Plan.
- Expanding the City's wide area network (WAN) to reduce dependence on third-party internet connectivity providers and improve the City's information systems security.
- Examining Legislative Services processes to decrease service delivery timelines and increase online services.
- Reviewing the Corporate Services fees and charges that are currently below the rate of cost-recovery.

2024 BUDGET BY DEPARTMENT - CORPORATE SERVICES

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefit increases reflect contractual obligations and increases to benefits and pension requirements.

Growth requirements

Growth requirements of the department:

- A Legislative Service Coordinator position was added in 2023 to accommodate the growth in administrative services provided by the division. This position has been helpful to ensuring division service levels are maintained as the City grows.
- Information Technology staffing requirements have increased slightly to correspond with network requirements.

Service level change

Service level changes affecting the department:

- The Corporate Service department is committed to ensuring that municipal service levels stay the same as part of the 2024 City Operating budget.
- Legislative Services will be adding civil ceremonies to the services offered to the community. Revenues are anticipated to offset related expenses allowing delivery of this service at no additional cost to the City.

Table: Corporate Services current staffing resources

Division	2023 FTEs	2024 FTEs
Director of Corporate Services	1	1
Information Technology	7	7
Legislative Services	6	6
Staffing Total	14	14

2024 BUDGET BY DEPARTMENT - CORPORATE SERVICES

Operating budget

Table: Operating expense budget for the Corporate Services department

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Director Corporate Services	\$ 208,000	\$ 220,400	\$ 12,400	5.96%	0.00%	0.00%	6.0%
Technology	\$ 1,811,500	\$ 1,922,100	\$ 110,600	4.50%	1.60%	0.00%	6.1%
City Clerk	\$ 710,900	\$ 810,900	\$ 100,000	3.52%	10.55%	0.00%	14.1%
Animal Control	\$ 149,500	\$ 155,500	\$ 6,000	4.01%	0.00%	0.00%	4.0%
Cemeteries	\$ 114,300	\$ 96,500	\$ (17,800)	-15.57%	0.00%	0.00%	-15.6%
TOTAL Corporate Services	\$ 2,994,200	\$ 3,205,400	\$ 211,200	3.58%	3.47%	0.00%	7.1%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT - CORPORATE SERVICES

Capital budget

Table: Capital expense budget for the Corporate Services department

2024 Corporate Services Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
UPS Backup System Server Room - City Hall	59	50,000	50,000	0	0	0	0	0	0
EOC Operation Center A/V Upgrades	55	50,000	50,000	0	0	0	0	0	0
Community Safety Technology	36	125,000	125,000	0	0	0	0	0	0
Corporate Services Total		225,000	225,000	0	0	0	0	0	0

2024 BUDGET BY DEPARTMENT

Finance

About Finance

The Finance department assumes the important duties of the City Treasurer, advising on fiscal, financial, and accounting affairs of the City to Council and the Chief Administrative Officer (CAO). These responsibilities include managing the City's financial assets and operations, formulating and overseeing annual Operating and Capital budgets, and preparing comprehensive year-end reports in collaboration with Council, the CAO, and department directors.

Central to its role is monitoring adequate funding to cover the City's operating and capital expenses, the specialised divisions within the department perform distinct functions. The Accounting division develops the City's budgets and Financial Information Return (FIR); the Customer Service division administers property taxes and water billings; the Payroll division ensures timely staff payments; and the Purchasing and Risk Management division procures necessary resources and liaises with insurance services.

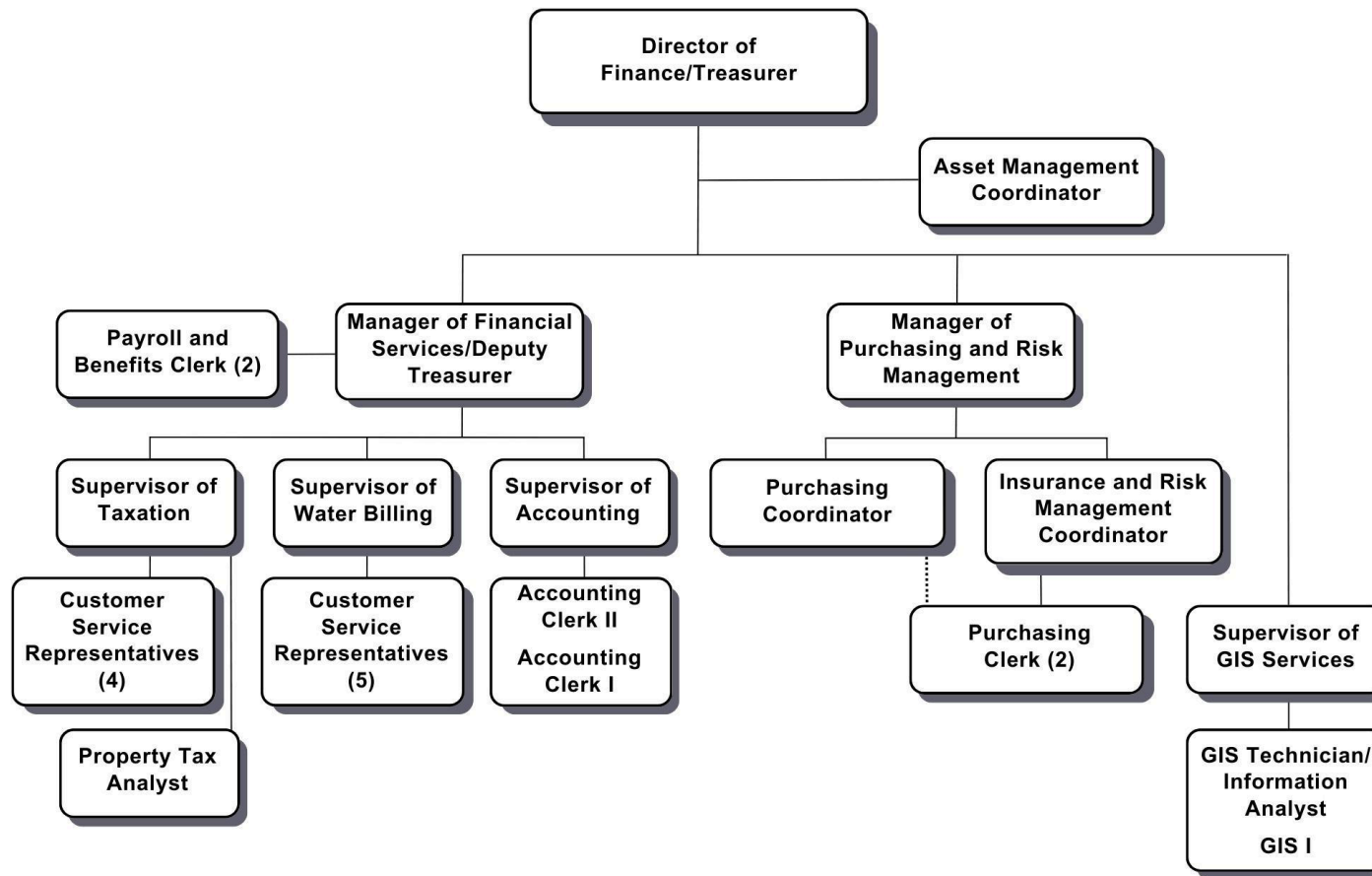
The Asset Management and Data Analytics division monitors and documents current and projected assets, their condition, and replacement costs. This unit also maintains and updates the Asset Management Plan, pivotal in maintaining Quinte West's infrastructure at the service levels designated by Council. The Data Analytics division incorporates the GIS team that provides visual data and planning support for the Planning department and various municipal services.



2024 BUDGET BY DEPARTMENT - FINANCE

Finance staffing structure

Figure: Organisational chart for the Finance department



2024 BUDGET BY DEPARTMENT - FINANCE

2023 Accomplishments

The Finance department's 2023 accomplishments include:

- Delivering the City's inaugural Budget Book for the 2024 budget.
- Engaging the public in a new community feedback process for the 2024 budget.
- Supporting customers in over 10,000 water billing accounts and 20,000 property tax billing accounts.
- Responding to over 27,000 customer service phone inquiries.
- Implementing internal online budget vs actual financial dashboards for Council and staff.
- Issuing 46 request-for-proposal (RFP) and tender documents, and 25 tax sales.
- Delivering geographic 9-1-1 data supporting the Quinte West Fire and Emergency Services new fire dispatch system.
- Tracking over 140 vehicles in the City's GPS fleet reporting system.
- Documenting the asphalt condition of over 1,400 kilometres of roads, 9 kilometres of trails and 30 City parking lots.

2024 Strategic goals

The Finance department's 2024 strategic goals include:

- Completing the City's Asset Management Plan by July 1, 2024.
- Implementing monthly water-billing processes for all residential water accounts.
- Developing internal and public dashboards to improve the City's data-driven decision making.
- Updating the City's aerial photo database.
- Work order software implementation for triaging and tracking customer inquiries.
- Action the Risk Management Plan for facility appraisals and vehicle cameras.

2024 BUDGET BY DEPARTMENT - FINANCE

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefit increases reflect contractual obligations and increases to benefits and pension requirements.
- Insurance premiums and claims have increased 13% similar to 2023, which saw an 11% increase. The budgeted insurance amounts for 2024 remain unchanged as the insurance reserves contingency exceeds \$300,000.

Growth requirements

Growth requirements of the department:

- The remaining budget costs for the Purchasing Coordinator position have been added. Credit card transactions have increased more than 50% in the last five years. Request-for-proposal (RFP) and tenders also continue to increase.
- A Manager position for the Asset Management and Data Analytics division has been added for half of a year as approved in phase two of the organisational review.
- Costs for software purchases to improve the City's data management have been budgeted.

Table: Finance department current staffing resources

Division	2023 FTEs	2024 FTEs
Director Financial Service	1.00	1.00
Accounting	4.00	4.00
Payroll	2.00	2.00
Revenue & Customer Service	12.25	12.00
Purchasing & Insurance	5.00	5.00
GIS/Asset Management	3.00	4.00
Staffing Total	27.25	28.00

Service level change

Service level changes affecting the department:

- Transitioning the customer service team from three service counters to two counters is expected to save \$15,000.
- Postage costs for monthly water billing mailings is expected to increase by approximately \$20,000.
- Work order software will require an additional \$8,700 to the budget for tracking customer inquiries and submitting work orders.

2024 BUDGET BY DEPARTMENT - FINANCE

Operating budget

Table: Operating expense budget for the Finance department

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Director of Finance	\$ 209,600	\$ 225,100	\$ 15,500	7.40%	0.00%	0.00%	7.4%
Accounting, Customer Service & Payroll	\$ 1,352,930	\$ 1,462,000	\$ 109,070	7.05%	0.00%	1.01%	8.1%
Purchasing & Risk Management	\$ 905,000	\$ 958,250	\$ 53,250	2.41%	3.47%	0.00%	5.9%
Asset Management/Data Analytics	\$ 430,200	\$ 519,200	\$ 89,000	3.25%	17.43%	0.00%	20.7%
TOTAL Finance	\$ 2,897,730	\$ 3,164,550	\$ 266,820	5.06%	3.67%	0.47%	9.2%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT

Fire and Emergency Services

About Fire and Emergency Services

Quinte West Fire and Emergency Services (QWFES) is composed of both career and volunteer firefighters that provide emergency response from seven fire stations across Quinte West. QWFES also responds to highway 401 incidents which generates revenue from the province for the department. QWFES currently manages all communication systems and communication tower agreements for the department, and oversees all legislated training opportunities for all fire department members.

The QWFES Fire Prevention division delivers education and awareness programs, provides inspection services, reviews fire safety plans to ensure Ontario Fire Code compliance, identifies and prevents life safety issues, and conducts fire investigation services and file searches for property sales.

QWFES fulfils legislated roles within the City of Quinte

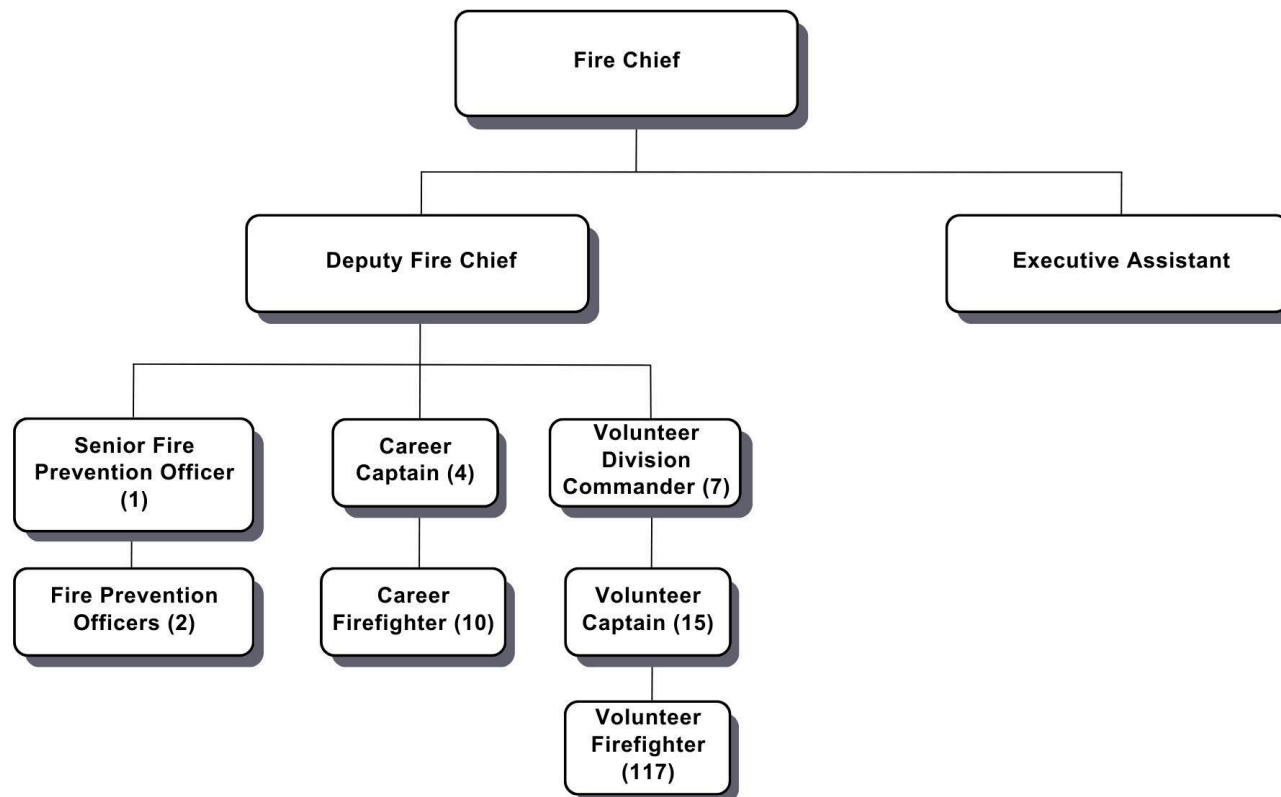
West's Municipal Emergency Plan, ensuring the plan and its programs meet community requirements and complies with the province's Emergency Management and Civil Protection Act.



2024 BUDGET BY DEPARTMENT - FIRE AND EMERGENCY SERVICES

Fire and Emergency Services staffing structure

Figure: Organisational chart for the Fire and Emergency Services department



2024 BUDGET BY DEPARTMENT - FIRE AND EMERGENCY SERVICES

2023 Accomplishments

The Fire and Emergency Services 2023 accomplishments include:

- Transitioning the City's dispatch service system from Belleville Fire and Emergency Services to St. Catharines Fire Service, saving \$60,000 in the first year.
- Implementing a new Medical Training Program enhancing the department's medical response abilities.
- Organising and participating in a live multi-stakeholder mock emergency preparedness exercise.
- Delivering training and enhanced certification to 40 firefighters.
- Responding to 949 calls for service within the first three quarters of 2023.
- Completing 130 fire prevention inspections in the first three quarters of 2023.
- Educating 4,570 residents at 27 fire safety public education events in the first 3 quarters of 2023.
- Replacing the department's payroll tracking process with electronic forms to reduce errors and improve administrative efficiency.

2024 Strategic goals

The Fire and Emergency Services 2024 strategic goals include:

- Completing Quinte West's Community Risk Assessment for the Office of the Fire Marshal.
- Completing the implementation of the Medical Training Program and certifying in-house program trainers.
- Updating the Quinte West's Municipal Emergency Response Plan to meet new provincial requirements.
- Designing and implementing an improved in-house firefighter training plan to reduce related outsourcing costs.
- Reviewing and updating all departmental Standard Operating Guidelines.
- Continue updating and maintaining the department's current vehicle fleet utilising the in-house mechanic.

2024 BUDGET BY DEPARTMENT - FIRE AND EMERGENCY SERVICES

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- All firefighter wages and benefits will increase due to collective agreement obligations. The career firefighter contract expires on December 31, 2023.
- Dispatching costs will increase 5% in line with the contract with St. Catharines Fire Service.
- Cost savings in equipment repairs are anticipated due to this work being completed internally.
- Reduction in fire fines to better align with 2023 revenues.
- Significant building repairs are required for Station 4.
- The addition of a Training Officer in 2024 will help realise cost savings through the delivery of in-house firefighter training and certification.
- The Fire Prevention division workload continues to increase in response to new development and required inspections throughout the city.
- The Fire Prevention and Public Education programs will be expanded
- There has been a significant increase in the cost of vehicles. The cost to replace a fire vehicle (tanker) has increased \$100,000 in the last year. An increase to the Fire Fleet Capital transfer of \$285,000 was proposed in 2024 and \$285,000 in 2025 to maintain the required fleet replacement schedule.

Growth requirements

Growth requirements for the department:

- A modest increase in call volume is evident as the city continues to grow. There is no adjustment to the staff complement proposed for 2024 related to call volume.

Table: Fire and Emergency Services current career firefighter staffing resources

Division	2023 FTEs	2024 FTEs
Chief	3	3
Career Firefighters	14	14
Fire Prevention Officers	3	4
Staffing Total	20	21

Table: Fire and Emergency Services current volunteer firefighter staffing resources

Division	2023 FTEs	2024 FTEs
Volunteer Firefighters	139	139

Service level change

There are no service level changes planned for this department in 2024.

2024 BUDGET BY DEPARTMENT - FIRE AND EMERGENCY SERVICES

Operating budget

Table: Operating expense budget for Fire and Emergency Services

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Fire Chief	\$ 516,100	\$ 543,800	\$ 27,700	5.37%	0.00%	0.00%	5.37%
Fire Admin	\$ 195,900	\$ 199,700	\$ 3,800	1.94%	0.00%	0.00%	1.94%
FPO	\$ 616,600	\$ 635,100	\$ 18,500	3.00%	0.00%	0.00%	3.00%
Volunteer	\$ 1,264,900	\$ 1,339,032	\$ 74,132	5.86%	0.00%	0.00%	5.86%
Facilities	\$ 249,100	\$ 257,400	\$ 8,300	3.33%	0.00%	0.00%	3.33%
Vehicles	\$ 405,600	\$ 715,850	\$ 310,250	76.49%	0.00%	0.00%	76.49%
Totals	\$ 3,248,200	\$ 3,690,882	\$ 442,682	13.63%	0.00%	0.00%	13.63%
Career	\$ 2,412,500	\$ 2,552,100	\$ 139,600	5.79%	0.00%	0.00%	5.79%
Totals	\$ 2,412,500	\$ 2,552,100	\$ 139,600	5.79%	0.00%	0.00%	5.79%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT - FIRE AND EMERGENCY SERVICES

Capital budget

Table: Capital expense budget for Fire and Emergency Services

2024 Fire Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
Mini-Pumper Replacement - Unit 632	54	70,000	0	0	0	70,000	0	0	0
SUV Replacement - Unit 101	54	72,000	0	0	0	72,000	0	0	0
Additional Funds - Tanker Replacement - Unit 642	54	615,000	0	0	0	615,000	0	0	0
Fire Total		757,000	0	0	0	757,000	0	0	0

2024 BUDGET BY DEPARTMENT

Human Resources

About Human Resources (HR)

The Human Resources department is responsible for organisation-wide training and development, labour relations, talent management, performance management, succession management, wellness and safety. The department plays a pivotal role in labour relations, negotiating agreements, and implementing employment regulations impacting the municipality.

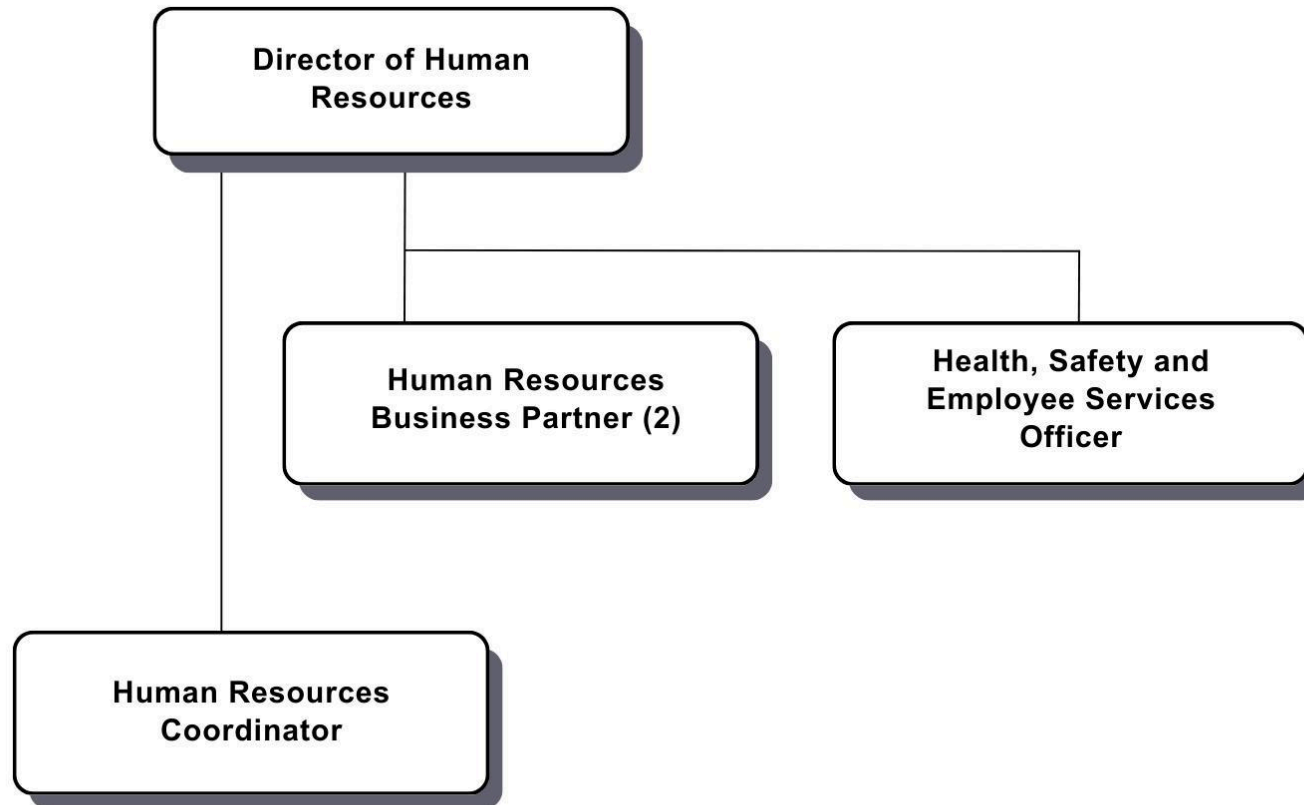
Collaborating closely with Council, committees, and the Chief Administrative Officer (CAO), HR ensures the effective execution of employment relationships and maintains compliance with employment laws. The department handles total compensation, leadership and organisational training, performance development, and develops and implements policies to foster a positive work environment and a thriving workforce.



2024 BUDGET BY DEPARTMENT - HUMAN RESOURCES

Humans Resources staffing structure

Figure: Organisational chart for the Human Resources department



2024 BUDGET BY DEPARTMENT - HUMAN RESOURCES

2023 Accomplishments

The Human Resources 2023 accomplishments include:

- Assigning a dedicated Human Resources Business Partner to each City department streamlining the delivery of human resources support to each internal client group.
- Delivering a corporate compensation review to benchmark the market competitiveness of City salaries.
- Delivering 44 unique e-learning courses to 195 employees.
- 290 staff completing a selection of 16 various safety and operational training or certification courses.
- Supporting three employees in completing the Loyalist College Managing and Leading in a Municipal Environment training program, and two employees completing the Loyalist College Bridges to Leadership program.
- Implementing a new digital exit interview process to improve internal analysis of and response to employee turnover trends.
- Registering for a Canadian Association of Career Educators and Employers (CACEE) membership to improve the City's targeted recruitment through post-secondary institutions.
- Welcoming 10 local grade nine students to the City's Take Your Kid to Work Day.

2024 Strategic goals

The Human Resources 2024 strategic goals include:

- Implementing an employee performance development program.
- Reviewing and updating existing organisational employment policies.
- Exploring the opportunity to develop organisational flexible work arrangements.
- Exploring work-study partnership opportunities with Loyalist College.
- Increasing the number of student work placement opportunities offered by the City.
- Developing a series of staff development and networking opportunities.

2024 BUDGET BY DEPARTMENT - HUMAN RESOURCES

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefits increases reflect contractual obligations and increases such as benefits and pension.

Growth requirements

Growth requirements for the department:

- Added a new Human Resources Coordinator position in 2023 to further support ongoing recruitment needs and human resources priorities. This will be added into FTE and budget count for 2024.

Service level change

Service level changes affecting the department:

- Created client groups for our departments to have a dedicated Human Resources Business Partner to address human resource needs such as recruitment, labour and employee relations matters.
- Transitioned the Human Resources Generalist job title to Human Resources Business Partner to better reflect the partnership between the HR department and their respective client groups.
- Reduced training budget by 50% to better reflect actual spend.

Table: Human Resources current staffing resources

Division	2023 FTEs	2024 FTEs
Human Resources	4	5
Staffing Total	4	5

2024 BUDGET BY DEPARTMENT - HUMAN RESOURCES

Operating budget

Table: Operating expense budget for Human Resources department

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Human Resources	\$ 849,754	\$ 916,400	\$ 66,646	4.90%	8.83%	-5.88%	7.8%
TOTAL Human Resources	\$ 849,754	\$ 916,400	\$ 66,646	4.90%	8.83%	-5.88%	7.8%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT

Planning and Development Services

About Planning and Development Services

The Planning and Development Services department helps shape the City's future through planning and policy development. The department oversees the review and approvals process for all development applications, ensuring new developments align with the City's vision and legislation.

The department's responsibilities include enforcing the Building Code Act through the issuance and inspection of building permits. The department also provides valuable application advice to residents and applicants. The Building division is entirely self-funded by building permit fees.

The department is also responsible for the enforcement of City by-laws, handling an average of 3,000 annual complaints and issuing about 1,000 orders each year. The department works with the Quinte West detachment of the Ontario Provincial Police (OPP) to deliver enforcement services and represent the City in court hearings and tribunals.

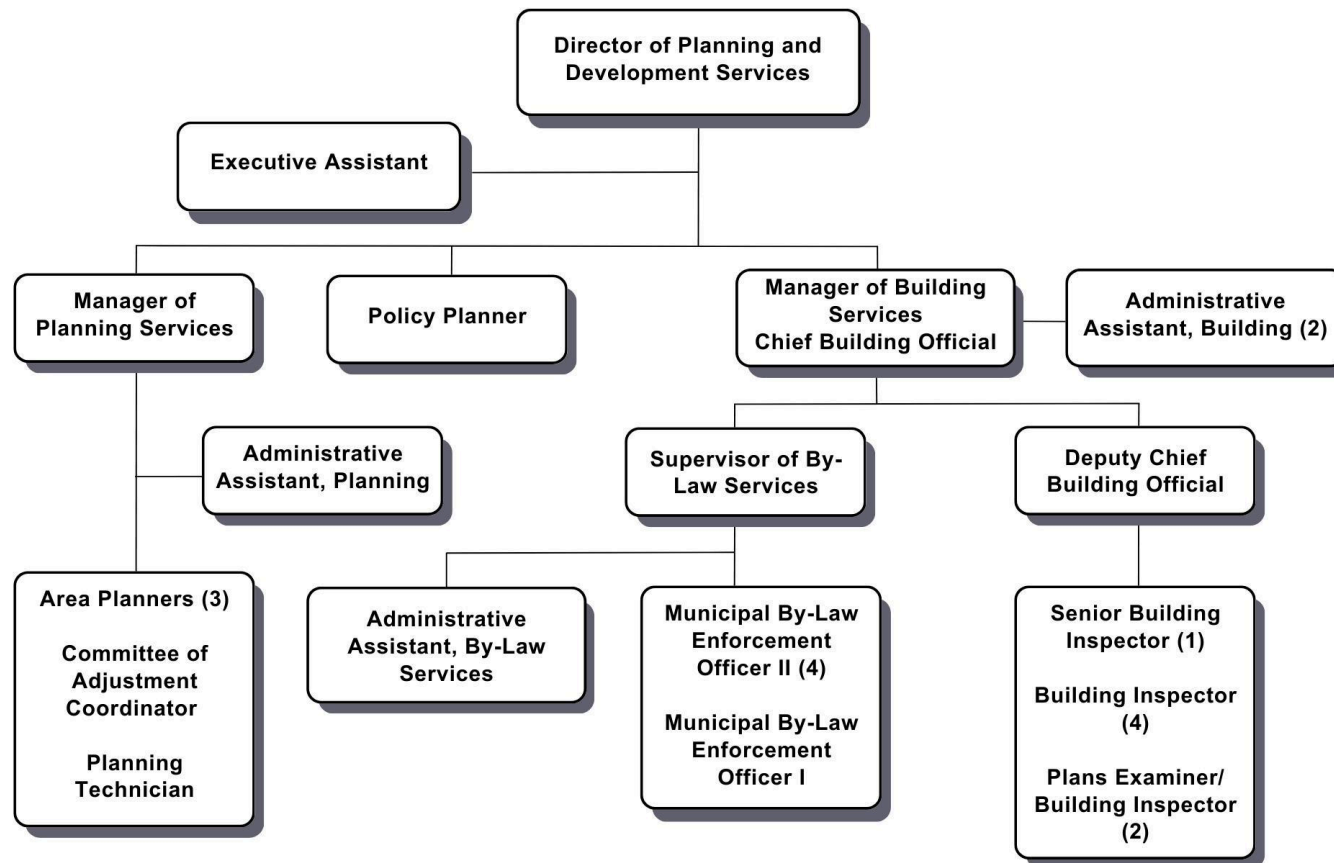
The department's team approach ensures the City's development aligns with established standards and policies while maintaining the overall well-being and orderly growth of the community.



2024 BUDGET BY DEPARTMENT - PLANNING SERVICES

Planning and Development Services staffing structure

Figure: Organisational chart for the Planning and Development Services department



2024 BUDGET BY DEPARTMENT - PLANNING SERVICES

2023 Accomplishments

The Planning and Development Services 2023 accomplishments include:

- Completing and submitting the first 10-year update to the Quinte West Official Plan to the Province of Ontario.
- Developing a Housing Action Plan and submitting an application to the Canadian Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund.
- Implementing a new process for accepting surety bonds as security deposit on new developments.
- Issuing 481 building permits totalling \$115.5 million in construction value and \$1.4 million in development charges as of the end of Q3 2023.
- Completing review and inspection of 94 new home constructions and 129 new apartment units as of the end of Q3 2023.
- Processing 190 planning applications as of the end of Q3 2023.
- Investigating 570 new by-law and enforcement complaints as of the end of Q3 2023 to maintain community standards.

2024 Strategic goals

The Planning and Development Services 2024 strategic goals include:

- Implementing an electronic submission system for planning applications and building permits.
- Implementing mobile tablets to improve access to permit and inspection information by staff in the field.
- Implementing Housing Action Plan initiatives according to approved timelines.
- Finalising the updated Quinte West Official Plan pending Provincial review.
- Beginning to update the City's Zoning By-law.
- Implementing a free parking system in the Trenton and Frankford downtown cores.

2024 BUDGET BY DEPARTMENT - PLANNING SERVICES

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefits increases reflect contractual obligations and increases such as benefits and pension.
- The 7% increase in permit revenue under the approved 2024 Fees and Charges schedule is expected to be offset by a possible decline in construction activity in 2024.
- The building permits budget remains unchanged at \$1.3 million.
- The province has currently restricted revenue collection related to site plan control applications. 2024 revenue projections have been reduced by \$20,000 accordingly.

Growth requirements

Growth requirements for the department:

- There are no growth requirements planned for this department in 2024.

Table: Planning and Development Services current staffing resources

Division	2023 FTEs	2024 FTEs
Director of Planning & Building	2	2
Committee of Adjustments	1	1
Planning	7	7
Building	10	10
By-law & Parking	7	7
Staffing Total	27	27

Service level change

Service level changes affecting the department:

- Parking changes that include free parking have removed \$58,000 in revenue from the budget.
- New parking software of \$25,000 will be added in 2024

2024 BUDGET BY DEPARTMENT - PLANNING SERVICES

Operating budget

Table: Operating expense budget for Planning and Development Services

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
Director	\$ 255,100	\$ 275,100	\$ 20,000	7.84%	0.00%	0.00%	7.8%
Development	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.0%
Planning	\$ 595,470	\$ 632,472	\$ 37,002	6.21%	0.00%	0.00%	6.2%
Building	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.0%
Bylaw	\$ 571,200	\$ 712,600	\$ 141,400	11.45%	0.00%	13.31%	24.8%
Total Planning and Development	\$ 1,421,770	\$ 1,620,172	\$ 198,402	8.61%	0.00%	5.35%	14.0%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT

Public Works and Environmental Services

About Public Works and Environmental Services

The Public Works and Environmental Services department (Public Works) has four divisions: outdoor operations (roads, parks and fleet services), waste management and environmental issues, engineering services, and water and wastewater services. Staff in these divisions work at Quinte West City Hall, the Quinte West Operations Centre at 177 North Huff Ave., and the Trenton Wastewater Treatment Plant at 25 Couch Cres.

The department delivers a wide range of services, capital works and maintenance projects supporting the city's municipal infrastructure. This work can be seen throughout the community through road construction and maintenance, winter control (snow removal) on public roads and sidewalks, parks operations, waste management services, engineering services, and water and wastewater services.

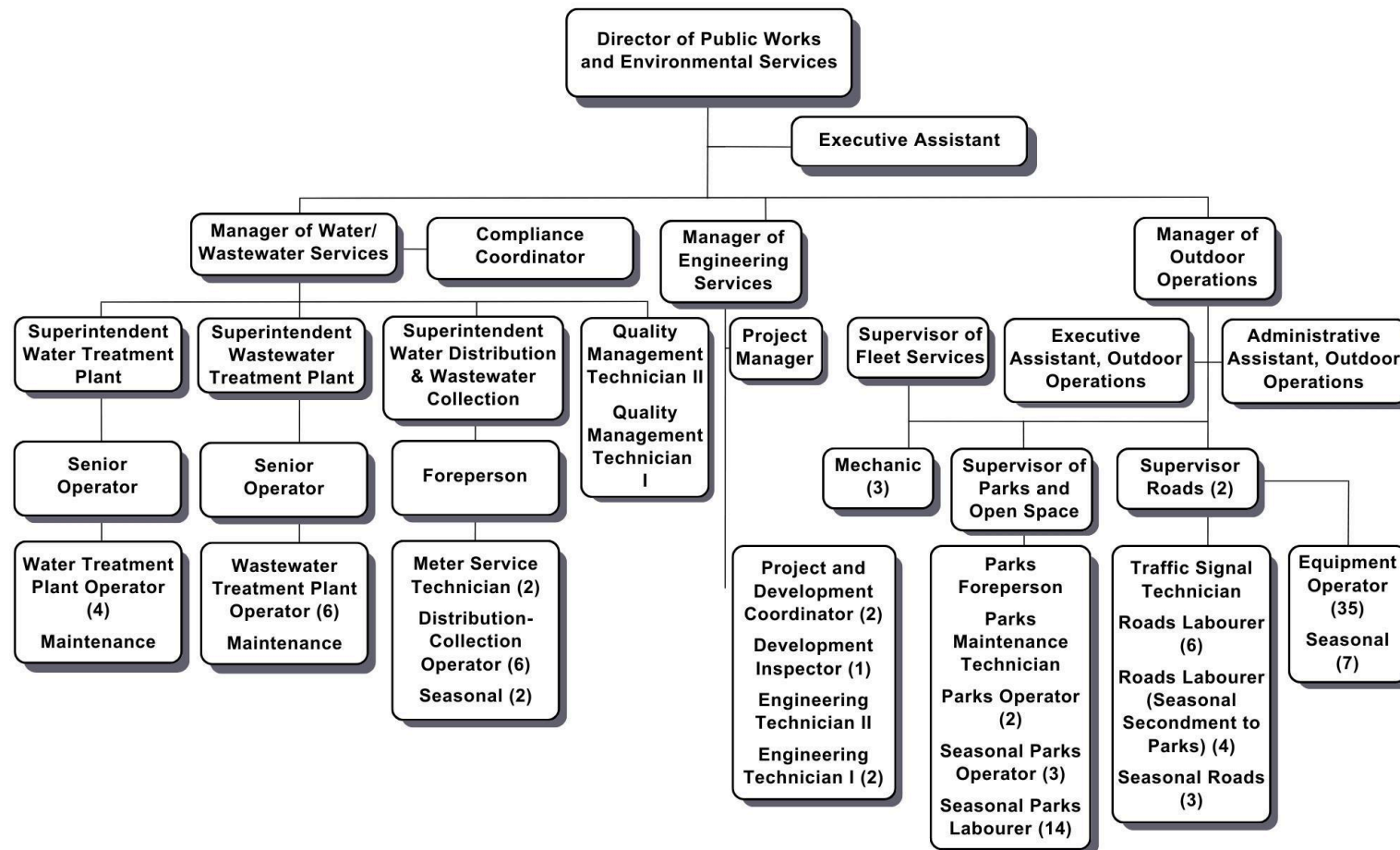
Public Works enjoys engaging the community at open houses, facility tours, and through initiatives like Touch the Truck and Name the Plow that raise awareness for these city services.



2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Public Works and Environmental Services staffing structure

Figure: Organisational chart for the Public Works and Environmental Services department



2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

2023 Accomplishments

The Public Works and Environmental Services 2023 accomplishments include:

- Completing phase one of the Carrying Place Industrial Park servicing.
- \$8.8 million in arterial and local road resurfacing.
- \$1.2 million of rural road resurfacing.
- Installing 1.8 kilometres of active transportation lanes on Frankford-Stirling Rd. (Hwy 33) and 3.4 kilometres on Foxboro-Stirling Rd. (Hwy 14).
- Completing renovation of Centennial Park soccer fields #6 to #10.
- Implementing the use of a digital work order system for the roads, parks, fleet and engineering services.
- Implementing the use of IRIS digital road patrol data collection and automation software.
- Completing renovation of an improved bus bay at the John Williams YMCA.
- Completing phase one and starting phase two of servicing and road construction on Huff Ave.
- Completing reconstruction of Heber St.

2024 Strategic goals

The Public Works and Environmental Services 2024 strategic goals include:

- Updating the City's Engineering standards and guidelines documents.
- Completing a service level review of all asset management requirements.
- Conducting a risk assessment and soil and groundwater remediation of the Murata-Erie property.
- Evaluating the province's transition of the 'blue box' recycling system to determine and communicate impacts to Quinte West residents by summer 2025.

2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Departmental budget highlights

Core/Inflationary adjustments

Trends and issues affecting the department:

- Salaries and benefits increases reflect contractual obligations and increases such as benefits and pension.
- \$357,000 (10%) in additional fleet costs are anticipated across the department due to inflationary capital replacement costs, repairs and maintenance, and fuel prices.
- \$150,000 additional bag tag revenue due to increase from \$3.00 to \$3.25 per tag, offsetting the impact of increased garbage collection/disposal and organics costs.
- One-time use of \$56,000 from the climate reserve fund was removed for chipping of brush at landfill.
- \$70,000 increase to the parks maintenance budget is anticipated for the cost of flowers.
- Inflation to various contract services such as \$55,000 in increased costs for the maintenance of safety devices (i.e. traffic lights).
- Reduction in revenue projections: \$100,000 in entrance permits and \$12,000 in tourist park fees were not realised in 2023.

Growth requirements

Growth requirements for the department:

- The balance of the Manager of Development salary is included in the 2024 budget as approved in phase two of the organisational review.
- Continued implementation of converting two seasonal positions to full-time roads labourer/parks operators positions as approved in phase two of the organisational review.
- The balance of the Surveyor salary is included in the 2024 budget as approved in phase two of the organisational review.
- The balance, 66%, of the Development Inspector salary is included in the 2024 budget as approved in phase two of the organisational review with balance in 2025.

2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Table: Public Works and Environmental Services current staffing resources

Division	2023 FTEs	2024 FTEs
Director Public Works & Administration	5.00	5.00
Engineering & Development	9.50	11.00
Outdoor Operations	50.30	50.50
Parks	20.80	21.00
Fleet	4.00	4.00
Staffing Total	89.60	91.50

Service level change

Service level changes affecting the department:

- \$50,000 in additional costs for software related to road patrol automation.
- Road maintenance increase of \$20,000 added to the crack sealing budget.
- Asset Management identified maintenance of \$82,000 has been added to start a program for stormwater pond cleanout.
- An additional \$100,000 in contracted services has been added for rural roadside brushing to improve service levels.
- \$25,000 has been added back in for guard rail replacements.
- \$30,000 has been added back in for fall line painting on arterial roads.
- Under the Parks budget, \$50,000 has been added for air show resources, in addition to staff resources. This will be funded by one-time PILT payment received in 2023.
- Sanding and Salting quantities have been reduced by 5% for \$100,000 change.

2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Operating budget

Table: Operating expense budget for Public Works and Environmental Services

DEPARTMENT	2023 Budget	2024 Budget	Variance 2024 Budget over 2023 Budget				
			\$	C%	G%	S%	Total %
PW Admin	\$ 502,000	\$ 527,000	\$ 25,000	4.98%	0.00%	0.00%	5.0%
Engineering	\$ 341,425	\$ 495,850	\$ 154,425	2.24%	42.99%	0.00%	45.2%
Roads	\$ 11,451,000	\$ 12,722,900	\$ 1,271,900	9.80%	0.17%	1.13%	11.1%
PW Facilities	\$ 510,900	\$ 524,100	\$ 13,200	2.58%	0.00%	0.00%	2.6%
Parks	\$ 2,470,800	\$ 2,748,700	\$ 277,900	8.17%	1.05%	2.02%	11.2%
Solid Waste Services	\$ 360,200	\$ 456,100	\$ 95,900	26.62%	0.00%	0.00%	26.6%
Environmental Control	\$ 85,000	\$ 120,000	\$ 35,000	41.18%	0.00%	0.00%	41.2%
Streetlights (General Levy)	\$ -	\$ -	\$ -	0.00%	0.00%	0.00%	0.0%
Total Public Works	\$ 15,721,325	\$ 17,594,650	\$ 1,873,325	9.55%	1.23%	1.14%	11.9%
Streetlights	\$ 326,200	\$ 329,000	\$ 2,800	0.86%	0.00%	0.00%	0.9%

C = Percentage of Variance related to Core/Inflationary adjustments

G = Percentage of Variance related to Growth

S = Percentage of Variance related to Service Level Change

2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

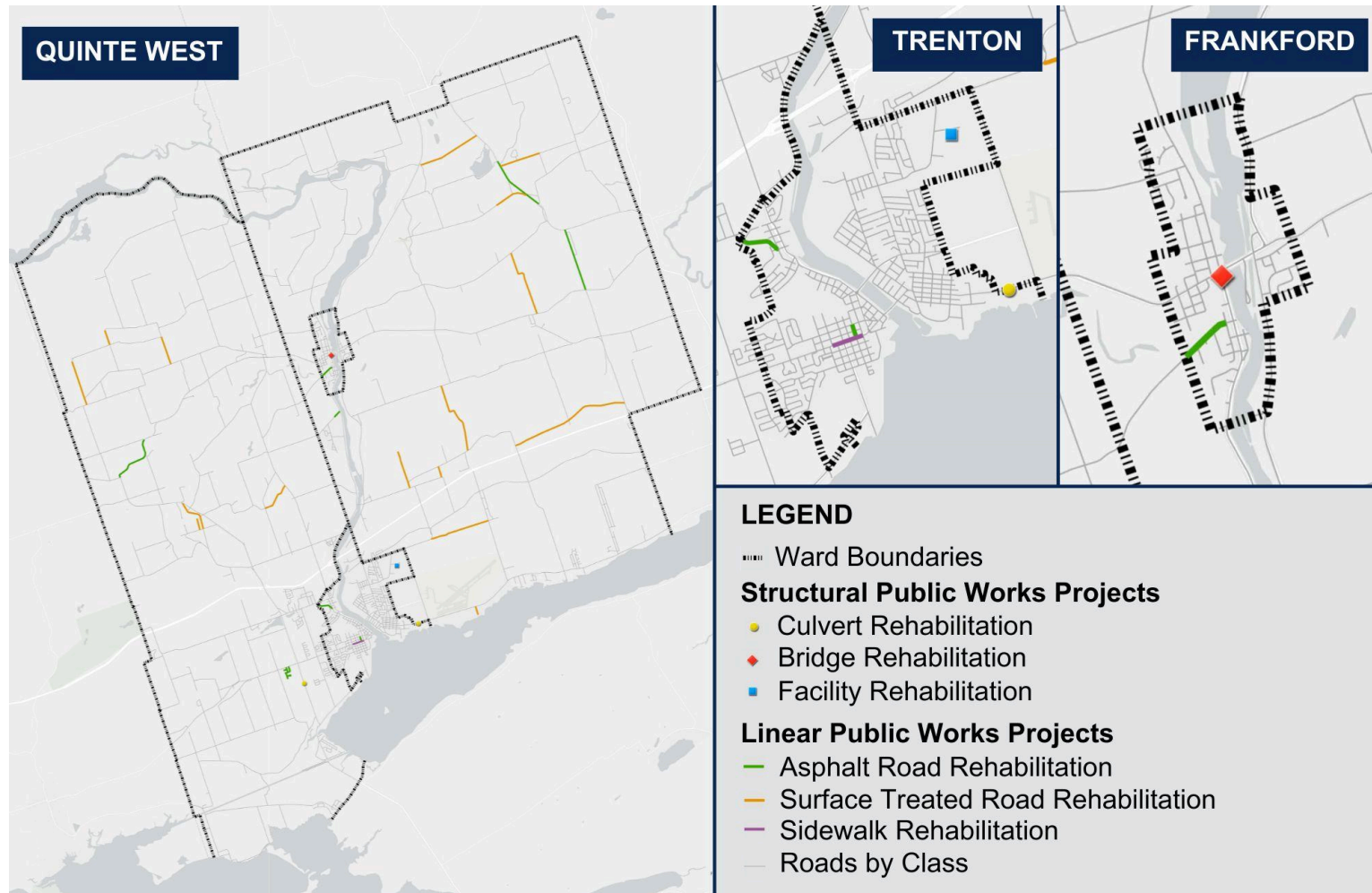
Capital budget

Table: Capital expense budget for Public Works Capital Program

2024 Public Works Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
Wooler Road Pipe Upsizing: From Davis St W to Store St - Additional Money	71	700,000	164,500	0	0	0	535,500	0	0
Victoria Avenue Full Reconstruct: From Henry St to King St	68	827,000	44,000	393,000	390,000	0	0	0	0
Culvert between Enterprise and Skyview Trailer Park - Study & Design	60	150,000	0	0	0	150,000	0	0	0
Various Roads Program - Arterial	56	6,340,000	1,584,894	2,848,825	1,906,281	0	0	0	0
Sidewalk Replacement Program	56	400,000	400,000	0	0	0	0	0	0
Frankford Canal Bridge Expansion Joints Replacement	53	620,000	0	0	0	620,000	0	0	0
Various Roads Program - Local	53	1,368,000	304,000	781,000	283,000	0	0	0	0
Surface Treated Program	49	1,680,000	608,000	767,000	305,000	0	0	0	0
New Box Culvert on County Road 40 - Replace current undersized Culvert	36	500,000	0	0	0	500,000	0	0	0
Upgrade Traffic Controllers	21	30,000	30,000	0	0	0	0	0	0
Operations building renovation - fleet supervisor office	10	75,000	75,000	0	0	0	0	0	0
Public Works Total		12,690,000	3,210,394	4,789,825	2,884,281	1,270,000	535,500	0	0

2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Figure: Maps of Public Works (Roads) Capital Program projects



2024 BUDGET BY DEPARTMENT - PUBLIC WORKS

Table: Capital expense budget for Public Works (Parks) Capital Program

2024 Parks Capital Program									
Project Name	Priority Score	Total	Capital Levy	OCIF	CCBF/Gas Tax	Other Reserves	Development Charges	Grants	Debt
Bain park ball field renovations (rocks coming up through field)	46	100,000	100,000	0	0	0	0	0	0
New Staikos subdivision park across from Walmart	40	80,000	0	0	0	8,000	72,000	0	0
Soccer Tournament - 6 Aluminum 15' Bleachers	33	10,000	10,000	0	0	0	0	0	0
Soccer Tournament - Concrete Pads for Benches/Shelters/Bleachers	33	15,000	15,000	0	0	0	0	0	0
Soccer Tournament - Covered Benches for each team and officials	33	50,000	50,000	0	0	0	0	0	0
Frankford Tourist Park - Kantech access control system	25	12,000	12,000	0	0	0	0	0	0
Upgrade and revitalize 401 signs and signature garden landscaping	14	50,000	50,000	0	0	0	0	0	0
Irrigation Wallbridge Historical Park	6	8,000	8,000	0	0	0	0	0	0
Parks Total		325,000	245,000	0	0	8,000	72,000	0	0

Appendices

Capital Budget project details



APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - 30 Pelham St. rear entrance canopies

Project Description / Rationale

The existing roof is unable to bear additional snow loads when equipped with snow guards. This is a safety risk. The safety risk is compounded by the potential for snow and ice sliding off the roof. In 2021, staff installed canopies at the front entrance to protect patrons and staff entering the facility. Staff have received a similar request to install canopies at the rear entrances of the facility, totalling five entrances. This measure is aimed at ensuring the safety of staff by minimising the risk of injuries associated with snow and ice hazards.



Image: 30 Pelham rear entrance canopies to ensure safety.

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$150,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very High Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	21

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - 149 North Murray renovations additional funds

Project Description / Rationale

In 2022, Council approved a renovation project at 149 North Murray, allocating \$1,250,000 for the creation of physician space. After thorough design and consultant reviews, enhancements to two floors, and the installation of a new elevator with an accessible ramp entrance, an additional \$650,000 is now required to successfully complete the project.



Image: 149 North Murray St., Trenton.

Project Owner	Sean Beemer
Department	Community Services
Funding Source	Capital Levy
2024 Budget	\$650,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very High Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	29

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - Carrying Place industrial park entrance sign

Project Description / Rationale

This project will involve installing a new entrance sign at the Carrying Place industrial park. The proposed new signage will help identify the industrial park location. The signage will create brand awareness and serve as a wayfinding tool to direct visitors to the property.



Image: Entranceway to Carrying Place industrial park before signage is installed.

Project Owner	Linda Lisle
Department	Community Services
Funding Source	Other Reserves
2024 Budget	\$50,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	21

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - City Hall exterior ductwork, insulation and weatherproofing

Project Description / Rationale

The current exterior insulation and cladding on the ductwork at City Hall are deteriorating and require replacement. Introducing new insulation and weatherproofing for the ductwork will enhance the thermal and energy efficiency of the system. These efforts will effectively mitigate issues such as leaks, condensation, moisture ingress, and corrosion beneath the insulation.



Image: Deteriorating exterior ductwork

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$55,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	\$10,000 to +\$50,000 Impact
Health & Safety	Low Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	31

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - City Hall first floor meeting spaces and accessibility

Project Description / Rationale

Supporting phase two of the City Hall customer service improvements project, these funds will support the creation of first floor meeting rooms and accessibility upgrades. In the event that the second floor service desk six-month trial is unsuccessful, these funds will be used to create an accessible counter to meet Accessibility for Ontarians with Disabilities Act (AODA) standards.



Image: First floor prior to improvements

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Low Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	16

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - CO2 detection replacement in arena

Project Description / Rationale

The carbon monoxide detectors in all three arena facilities have become increasingly challenging to service annually, as replacement parts are no longer available. In order to be able to continue to provide a safe environment for both staff and facility users, prompt replacement of the outdated carbon monoxide detectors with modern units is strongly recommended. Taking this proactive step is essential for sustaining a secure and healthy environment within the facilities.



Image: Replacement of CO2 detectors

Project Owner	Sean Beemer
Department	Arenas
Funding Source	Capital Levy
2024 Budget	\$30,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	50

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - Marina breakwall replacement

Project Description / Rationale

Several components of the existing breakwater system are failing or have failed. Significant damage and cracking have been observed throughout the breakwater systems causing deterioration of the concrete and polystyrene core.



Image: Trent Port Marina breakwall, winter 2022-23

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Debt
2024 Budget	\$7,000,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	66

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - Quinte West Youth Centre roof replacement

Project Description / Rationale

The existing roof shingles are deteriorating and exhibiting signs of curling. The curled shingles pose a risk of leaks and potential damage to the building. Undertaking a roof replacement is imperative to averting water infiltration and the possibility of further damage.



Image: Quinte West Youth Centre roof replacement pre-construction

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$20,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Low Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	39

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - YMCA generator additional funds

Project Description / Rationale

In 2022, Council approved a standby generator for the YMCA facility, allocating \$380,000 for the project. Following an in-depth design and consultant review to determine the appropriate generator size, an additional \$100,000 was identified to be needed to complete the project. The installation of the generator will support needs identified in the City's Emergency Response Plan.



Image: Example of equivalent generator to be purchased

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$100,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	55

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - YMCA roof replacement 4.0

Project Description / Rationale

The section of roof identified as 'roof 4.0' was scanned for roof moisture in May 2023. 3,000 sq. ft of moisture-damaged roofing was located along with a significant degree of moisture within this roof area. The cause is due to the mechanical attachment of a roof membrane over a swimming pool. The warm humid air from the pool drives upwards into the roof system and deteriorates the roof from the inside-out. The only correction is to remove and replace the roof system. Until this work is done, moisture, mould and mildew are possible conditions that will arise and eventually cause roof failure.

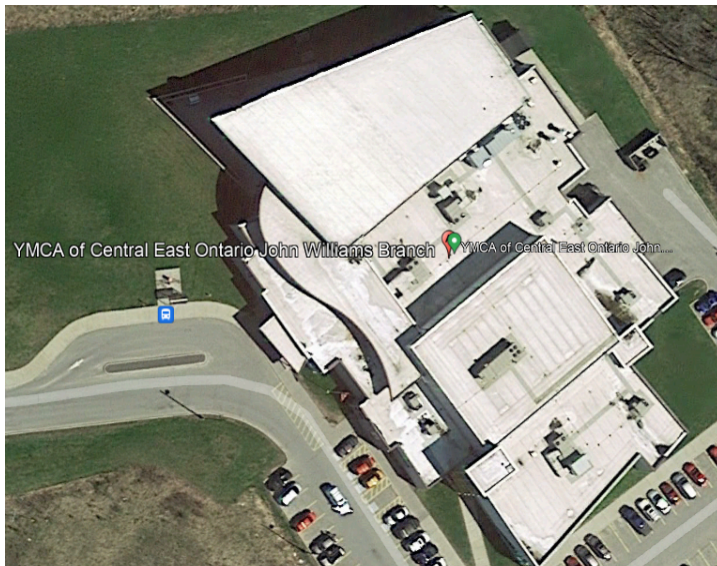


Image: Quinte West YMCA aerial view of current roof

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	20

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Community Services - YMCA steam room tiles, floor and walls

Project Description / Rationale

The existing ceiling tile and backing are deteriorating in the YMCA steam room, posing safety concerns as they are falling down. Moisture has compromised the steel structure, leading it to rot. In the process of upgrading the wall and ceiling system, the project will also incorporate the installation of a new accessible door. This project aims to address both safety issues and accessibility requirements.



Image: Quinte West YMCA steam roof tiles, floor and walls

Project Owner	Sean Beemer
Department	Corporate Facilities
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	20

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Corporate Services - Community safety technology

Project Description / Rationale

The Community Safety Capital Project encompasses vital components including network expansions, smart city infrastructure, CCTV cameras for police, and public wifi initiatives. This project will improve the municipality's safety, efficiency, and connectivity. Expanding the network infrastructure ensures robust communication during emergencies and daily operations. Smart City technology enhances service delivery, sustainability, and data-driven decision-making. CCTV cameras empower law enforcement with effective surveillance tools. Public wifi initiatives bridge the digital divide, fostering community connectivity and access. This project represents an investment in the safety, resilience, and progress of the municipality, enhancing the overall quality of life for residents.

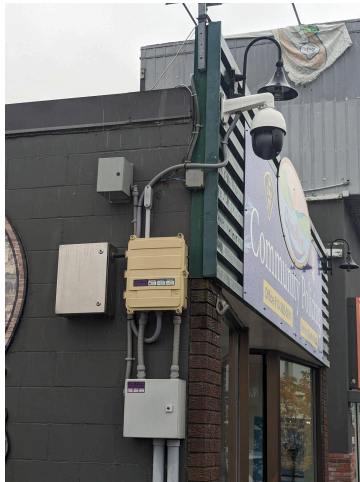


Image: Example of current community safety technology

Project Owner	Brian Johnston
Department	Corporate Services
Funding Source	Capital Levy
2024 Budget	\$125,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very High Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	36

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Corporate Services - Emergency Operations Centre (EOC) technology upgrades

Project Description / Rationale

Findings from the City's October 2023 emergency management training exercise indicate a technology upgrade in both the City's primary and secondary Emergency Operations Centres (EOC) are needed. This initiative enhances the municipality's preparedness and response capabilities during critical incidents and emergencies. Upgrading the technology infrastructure is essential to ensure the community's safety and resilience, enabling better coordination, communication, and information management in times of crisis.



Image: Current technology in City EOC spaces

Project Owner	Brian Johnston
Department	Corporate Services
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	55

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Corporate Services - Uninterrupted power supply (UPS) back-up system

Project Description / Rationale

Scheduled replacement of the existing UPS in City Hall's central IT equipment room is essential for ensuring uninterrupted municipal operations. The existing system has reached the end of its service lifespan. This project aims to install a new UPS to maintain service continuity, mitigate potential disruptions, and uphold the connectivity and data processing needs of the on-premise City IT infrastructure.



Image: Existing UPS technology in City Hall

Project Owner	Brian Johnston
Department	Corporate Services
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	Indirect Link to Plan
Opex Impact	\$10,000 to +\$50,000 Impact
Health & Safety	Low Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	59

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Fire Services - SUV replacement - Unit 101

Project Description / Rationale

This is a replacement SUV for fire vehicle 101 which was involved in an accident and written off by insurance.



Image: Image of proposed replacement vehicle

Project Owner	John Whelan
Department	Fire
Funding Source	Other Reserves
2024 Budget	\$72,100

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	54

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Fire Services - Pick-up truck replacement - Unit 632

Project Description / Rationale

The Fire and Emergency Services Department requires the replacement of its 2004 heavy duty pick-up truck. This vehicle is used for fighting fires and responding to other emergencies. The truck is 20 years old as of 2024 and in need of replacement due to rust and mechanical issues.



Image: Image of proposed replacement vehicle

Project Owner	John Whelan
Department	Fire
Funding Source	Other Reserves
2024 Budget	\$70,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	54

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Fire Services - Tanker replacement additional funds - Unit 642

Project Description / Rationale

The Fire and Emergency Department requires the replacement of one of its tanker trucks. This truck is 20 years old and in need of replacement. The cost of fire vehicles has significantly increased since 2022. The cost of the replacement tanker truck this year ~\$100,000 more than in 2022.



Image: Staff viewing a new tanker truck

Project Owner	John Whelan
Department	Fire
Funding Source	Other Reserves
2024 Budget	\$615,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	54

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Bain Park ball field renovations

Project Description / Rationale

Rocks and underground material are migrating into the playing surface on Bain Park ball fields. Staff have been able to prolong this renovation request with maintenance practices. Over the 2023 season the migration of rocks continued to progress, especially on Field #2, and maintenance, playability and providing a safe surface has become a challenge to correct. User groups started to express their concerns regarding the condition of the infields as well. The work includes removal of existing contaminated Washington infield ball mix, infield layout, and the installation of new infield ball mix.



Image: Baseball diamond

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$100,000

Metric	Input
Project Category	Lifecycle Projects (Non-Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	46

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Culvert rehabilitation between Enterprise and Skyview Trailer Park

Project Description / Rationale

The culvert that goes under Dundas St. E at Skyview Trailer Park is showing widespread severe delamination with exposed rusted rebar along soffit and girders as well as wide horizontal crack (sign of delamination) along other girders. Staff are proposing design for rehabilitation or replacement for 2024 and construction in 2025.



Image: The culvert that goes under Dundas St. E at Skyview Trailer Park

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Other Reserves
2024 Budget	\$150,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	60

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Frankford expansion joint replacement on Canal Bridge

Project Description / Rationale

The existing bridge was constructed in 1973 and is a four-span (27.3 metres each span) cast-in-place concrete deck and asphalt wearing surface on three steel box girders. The bridge has an overall width of 11.3 metres, and carries two lanes of traffic and one sidewalk at the south side of the bridge.

The existing condition of the structure warrants a major capital rehabilitation to ensure the structure's long-term performance and longevity.



Image: Existing bridge pre-construction

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Other Reserves
2024 Budget	\$620,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	53

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Frankford Tourist Park - Kantech access control system

Project Description / Rationale

Access control enhances security by eliminating the need for keys, which are easily lost or duplicated and disappear. Installing an access control system will allow staff to program schedules for events from a remote location. The access control system allows staff to program varying levels of access for visitors, seasonal employees, contractors, and full-time employees.



Image: Keyless entry

Project Owner	Sean Beemer
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$12,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	\$10,000 to +\$50,000 Impact
Health & Safety	Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	25

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Irrigation system at Wallbridge Historical Park

Project Description / Rationale

Installation of one irrigation zone with four sprinkler heads to water the circle planting bed only. A 500 gallon above-ground tank (on site already) will provide water to the system, allowing approximately 50 minutes of watering before needing to be refilled. The water supply would allow the bed to receive just over seven minutes of water per day, refilling the tank once a week. The 2023 cost of refilling the tank is \$125 per refill. Installation of a 100 amp metre base/main breaker/ outdoor load centre is required to power the in-ground irrigation system. Power would be provided from a Hydro One pole. Local residents would like this park to have annual flowers planted and watered by City staff. Currently this park is not on the watering list as staff resources are not available.



Image: Irrigation location.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$8,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	6

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - New box culvert replacement on County Rd. 40

Project Description / Rationale

This culvert is currently undersized for future development on the County Rd. 40 corridor. During field inspections, engineering staff noted that the bottom one-quarter of the culvert has diminished which could affect the integrity of the culvert and most importantly, the waterflow. This culvert needs to be replaced to proportionately help with moving water underneath County Rd. 40. Due to the rot of the steel culvert it presents a long term safety issue to the roadway. With continued deterioration there is greater risk of failure which could cause a collapse of the culvert.



Image: Current undersized culvert on County Rd. 40.

Project Owner	Chris Angelo
Department	Public Works
Funding Source	Other Reserves
2024 Budget	\$500,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	36

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - New subdivision park across from Walmart

Project Description / Rationale

Public consultation with residents has been completed in the new subdivision through in person site meetings and online surveys. This consultation process allowed residents to provide input on the neighbourhood park amenities. This park will enhance the community and local neighbourhood, giving kids and families a fun and engaging space to play. Recreation activity is one of the most indispensable gifts we can provide to kids and adults of any age. Parks provide space for users to express themselves, explore their interests, improve cognitive and motor skills, connect, interact, and make friends.



Image: A new park in a newly developed neighbourhood.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy, DC's
2024 Budget	\$80,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to -\$50,000 Impact
Health & Safety	Low Impact
Service Level Impact	Increases LOS
Funding Impact	100% Funded Externally
Priority Score	40

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Operations building renovation to move fleet supervisor to supervisor area

Project Description / Rationale

When the Quinte West Operations Centre was built, the fleet supervisor's office was positioned close to the mechanics bay area. After five years of operation at this facility, staff have realised that this location isolates the fleet supervisor from other Public Works managers and supervisors. The current fleet supervisor office location is inefficient and ineffective as it prevents all managers and supervisors from being located together. Staff recommend a minor renovation at the Operations Centre to bring the fleet supervisor into the same area as the other managers and supervisors.

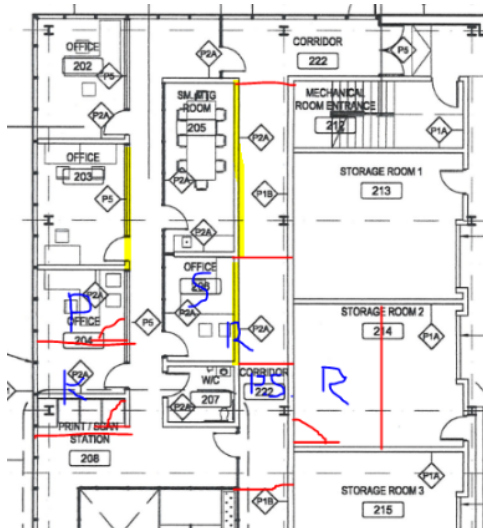


Image: Image showing possible renovation.

Project Owner	Chris Angelo
Department	Public Works
Funding Source	Capital Levy
2024 Budget	\$75,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Low Impact
Service Level Impact	No Impact to LOS
Funding Impact	0% Funded Externally
Priority Score	10

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Sidewalk replacement program

Project Description / Rationale

This project will replace the deteriorated sidewalk and asphalt boulevard on both sides of Dundas St. W. from Queen St. to Mclellan Ave. With continued deterioration and cracking, the City's liability and claims are likely to increase.



Image: Deteriorated sidewalk and asphalt.

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Capital Levy
2024 Budget	\$400,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Indirect Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	56

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Soccer Tournament - Concrete pads for benches, shelters and bleachers

Project Description / Rationale

The City is hosting the Canada Soccer Toyota National Championships in October 2024. This project will prepare the space for increased tournament use. The concrete work would be completed by Parks staff. Concrete would be used to securely fasten benches and bleachers, as well as to reduce maintenance requirements of the sports field maintenance crew. The addition of concrete as a strong anchor point to securely fasten these items will enhance the overall appearance and professionalism of the soccer venue.



Image: Concrete pad under a bench.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$15,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	33

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Soccer Tournament - Covered benches teams and officials

Project Description / Rationale

The City is hosting the Canada Soccer Toyota National Championships in October 2024. Under Canada Soccer's requirements covered benches must be available for each team and the fourth official, and team benches must have the capacity to seat a minimum of 14 players. The addition of these benches allows the City to meet these requirements and would be one of the legacy benefits of this event that improves the soccer venue. The City does not have covered benches, and the capacity of the soccer benches is less than 14 players. Two covered players benches per field (five fields) are needed to meet the tournament requirements. The purchase of 10'x10' or 10'x15' pop-up tents will accommodate the technical areas. The tents could be used by City staff for future special events.



Image: Example of existing City bench.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	33

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Soccer Tournament - Six aluminium 15' bleachers

Project Description / Rationale

In October 2024, the City is hosting the Canada Soccer Toyota National Championships. Under Canada Soccer's requirements stands or bleachers are required for at least 100 people on at least one competition field plus the tournament's public address and press box. Purchasing additional bleachers allows the City to meet this requirement and would be one of the legacy benefits of the tournament that improves the soccer venue. The bleachers could also be used for future special events.



Image: Example of the style of bleachers to be purchased.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$10,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	33

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Surface treated program

Project Description / Rationale

This project is the yearly rehabilitation of surface treated roads throughout Quinte West. Asset Management suggests we should be spending about \$2.5 million on surface treated roads annually to maintain current service levels. The roads identified were selected based on a multitude of factors including the condition of the road, average daily traffic, and the speed limit of the road. The exact list of roads is subject to a spring review.

Project Owner	Jim Turner
Department	Public Works
Funding Source	Levy / OCIF / CCBF
2024 Budget	\$1,680,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	49

Road Sections

Acme Road: From Johnstown Rd to Bonisteel Rd
Airport Road: From Foxboro-Stirling Rd to Ketchesons Rd
Bird Road: From Foxboro-Stirling to Factory Rd
Bruyea Road: From Gabourie Rd to Richards Rd
Gazley Road: From Fox Rd to Gabourie Rd
Grills Road: From Wallbridge-Loyalist Rd to Aikins Rd
Ketchesons Road: From Frankford Rd to Fish & Game Club Rd
Meyers Creek Road: From Hamilton Rd to Whites Rd
Murray Street: From Colonial Dr to County Rd 40
Platt Road: From Bonisteel Rd to Harrington Rd
Quinte View Drive: From Old Hwy 2 to 63 Quinte View Dr
River Valley Road: From Sagers Corners to Foxboro-Stirling
Stickles Road: From Johnstown Rd to 305 Stickles Rd
Tabernacle Road: From Will Johnson Rd to Wiley Rd
Turncliffe Road: From Colonial Dr to 89 Turncliffe Rd
Westlake Road: From Parks Rd to Stockdale Rd

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Surface treated program, continued



Image: Bird Rd.



Image: Acme Rd.



Image: Ketchesons Rd.

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Upgrade and revitalise 401 signs and garden landscaping

Project Description / Rationale

Revitalising the 401 signs will provide a more modern and cleaner look, while keeping future maintenance requirements in mind. Current plantings around the signs would be removed allowing the Operations staff to work with a clean canvas. Parks and roads departments staff will design, plant, and construct both of these areas completely in-house reducing overall project costs. Signature gardens is one of the concepts that the team has discussed, which would change the aesthetics of these two areas each year. These gardens could include logos, special anniversary or celebration images, or just a change of material and/or colours. These locations are first impressions that many people associate with the City of Quinte West.



Image: Example of current 401 sign and garden.

Project Owner	Keeley Biron
Department	Parks
Funding Source	Capital Levy
2024 Budget	\$50,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Very Low Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	14

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Upgrade traffic controllers

Project Description / Rationale

This project involves replacing one aged traffic signal controller with modern equipment to allow for future integration with fibre optics and coordination between intersections to improve traffic flow.



Image: The current traffic signal controller.

Project Owner	Jim Turner
Department	Public Works
Funding Source	Capital Levy
2024 Budget	\$30,000

Metric	Input
Project Category	Improvement (Non-Essential)
Strategic Alignment	No Alignment with Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	Increases LOS
Funding Impact	0% Funded Externally
Priority Score	21

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Various roads program - Arterial portion

Project Description / Rationale

This project is the yearly rehabilitation of arterial roads throughout Quinte West. Asset Management suggests we should be spending about \$15.5 million on local and arterial roads annually to maintain current service levels, primarily through the various roads program. The roads identified were selected based on a multitude of factors including the condition of the road, average daily traffic, accident history, and more. All of these roads will include Active Transportation paved shoulders, totalling 7 kilometres.

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Levy / OCIF / CCBF
2024 Budget	\$6,340,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Moderate Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	56

	Length (m)	Budget (\$)
Base / Surface	7,012	\$4,691,460
Sidewalk	0	\$0
Curb / Gutter	4,320	\$350,000
Active Transportation	7,012	\$1,051,800
Guard Rail	686	\$246,740
Total Budget		\$6,340,000

Road Sections

Foxboro-Stirling Rd.: From Oak Lake Rd. to Marsh Hill Rd.

Wallbridge-Loyalist Rd.: From Foxboro-Stirling Rd. to Frankford Rd.

County Rd. 5 From Jamieson Rd. to Old Wooler Rd.

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Various roads program - Arterial portion, continued



Image: Foxboro-Stirling Rd.



Image: Wallbridge-Loyalist Rd.



Image: County Rd. 5

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Various roads program - Local portion

Project Description / Rationale

This project is the yearly rehabilitation of local roads throughout Quinte West. Asset Management suggests we should be spending about \$15.5 million per year on local and arterial roads annually to maintain current service levels, primarily through the various roads program. The roads identified were selected based on a multitude of factors including the condition of the road, average daily traffic, accident history, and more. March St. has additional money earmarked to include an active transportation paved lane on the north side of the road.

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Levy / OCIF / CCBF
2024 Budget	\$1,366,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	Low Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	53

	Length (m)	Budget (\$)
Base / Surface	2,122	\$1,190,000
Sidewalk	0	\$0
Curb / Gutter	0	\$0
Active Transportation	552	\$176,000
Guard Rail	0	\$0
Total Budget		\$1,366,000

Road Sections

Parry Dr.: From Trenton-Frankford Rd. to the Bulk Water Station

York Subdivision: Little Rd., Cameron Ave., York Ave., Chrisval Ave., Walter Ave., Ross Ave.

March St.: From Centre St. to 121 & 135 March St.

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Various roads program - Local portion, continued



Image: Perry Dr.



Image: York Subdivision



Image: March St.

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Victoria Avenue full reconstruction: Dundas St. W. to King St

Project Description / Rationale

Two blocks of Victoria Avenue are recommended for a full reconstruction of the road and underground infrastructure. The road segments have a condition of 12, well below the threshold for replacement of 50. The water and sewer pipes are both nearly through their entire useful life, and were chosen for replacement due to their history of repair work and complaints from homeowners. There is a small section of storm pipe that was installed in 1978 that is recommended to be replaced while we have access to it.



Image: Victoria Avenue, Quinte West; pre-reconstruction.

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Levy / OCIF / CCBF
2024 Budget	\$827,000

Metric	Input
Project Category	Priority Projects (Core)
Strategic Alignment	Direct Link to Plan
Opex Impact	\$10,000 to +\$50,000 Impact
Health & Safety	High Impact
Service Level Impact	Addresses Deficiency in LOS
Funding Impact	0% Funded Externally
Priority Score	68

	Length (m)	Budget (\$)
Water	204	\$352,000
Sanitary	202	\$368,000
Storm	23	\$44,000
Base / Surface	203	\$543,000
Sidewalk	407	\$148,000
Curb / Gutter	407	\$92,000
Active Transportation	0	\$0
Guard Rail	0	\$0
Road	203	\$783,000
Total Budget		\$1,547,000

APPENDICES - CAPITAL BUDGET PROJECT DETAILS

Public Works - Wooler Rd. sanitary pipe expansion: Davis St. W. to Store St.

Project Description / Rationale

The Water and Wastewater Master Plan showed this section of Wooler Road as being undersized, and needing to be expanded to facilitate growth in the west-end of Trenton, particularly on Telephone Road. The water and storm pipes still have 65 years of life remaining. They will not be replaced, with the exception of a few sections where the pipes need to be moved to make way for the upsized wastewater pipe. The City will trench to the wastewater pipe instead of replacing the entire road. This effort will save money by leaving some of the base of the road intact while still replacing the top asphalt and any areas of bad sidewalk or curb. This is a carryforward project from 2023 with an additional \$700,000 required. The non-development charge portion of this money will come from the road budget.



Image: Wooler Rd. pre-reconstruction.

Project Owner	Robert Jackson
Department	Public Works
Funding Source	Levy / DC's,
2024 Budget	\$700,000

Metric	Input
Project Category	Mandatory Projects
Strategic Alignment	Direct Link to Plan
Opex Impact	-\$10,000 to +\$10,000 Impact
Health & Safety	High Impact
Service Level Impact	Increases LOS
Funding Impact	75-99% Funded Externally
Priority Score	71

	Length (m)	Budget (\$)
Water	63	\$118,057
Sanitary	573	\$1,219,381
Storm	60	\$93,623
Base / Surface	203	\$687,428
Sidewalk	63	\$14,401
Curb / Gutter	340	\$67,110
Active Transportation	0	\$0
Guard Rail	0	\$0
Road	573	\$768,939
Total Budget		\$2,200,000

Appendices

Operating Budget details

All City Operating budget details

Table: 2024 Operating Budget - Department Breakdown

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Departmental Operating budget details

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Fleet Operating budget details

Table: 2024 Operating Budget - Fleet Summary



APPENDICES - ALL CITY OPERATING BUDGET DETAILS

All City Operating budget details

Table: 2024 Operating Budget - Department Breakdown

Description	2024 Budget														
	Revenue Summary	Capital Levy	Council & CAO	Finance	Community Services	Corporate Services	Fire	Human Resources	Planning & Development	Public Works	External Agencies	Fleet	Total	Variance \$	Variance %
General Taxation	(66,600,903)	-	-	-	-	-	-	-	-	-	-	-	(66,600,903)	(5,516,193)	9.03%
Payment in Lieu	(10,993,752)	-	-	-	-	-	-	-	-	-	-	-	(10,993,752)	(804,231)	7.89%
Supplementary Taxation	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	(1,000,000)	-	0.00%
Taxation Write Offs	816,300	-	-	-	-	-	-	-	-	-	-	-	816,300	47,000	6.11%
Area Rating Taxation	(2,881,100)	-	-	-	-	-	-	-	-	-	-	-	(2,881,100)	(142,400)	5.20%
School Board Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
User Fees	-	-	-	(224,700)	(1,720,285)	(142,600)	(49,000)	-	(1,776,928)	(2,406,500)	(12,100)	-	(6,332,113)	153,317	-2.36%
Other Revenue	(1,794,400)	-	-	(707,800)	(975,000)	(456,600)	(30,000)	(10,700)	(22,000)	(274,600)	(167,000)	(126,000)	(4,564,100)	(366,254)	8.72%
Grants & Contributions	(1,294,600)	-	-	-	(151,500)	(3,500)	(30,000)	-	-	(10,000)	(102,500)	-	(1,592,100)	(31,600)	2.02%
Transfer from Reserves	(150,000)	-	(350,000)	-	(1,742,400)	-	(331,900)	-	(118,800)	(3,787,285)	(1,791,600)	-	(8,271,985)	(869,785)	11.75%
Total Revenue	(83,898,455)	-	(350,000)	(932,500)	(4,589,185)	(602,700)	(440,900)	(10,700)	(1,917,728)	(6,478,385)	(2,073,200)	(126,000)	(101,419,753)	(7,530,146)	8.02%
Salaries & Benefits	-	-	988,100	3,055,000	4,544,305	1,912,000	4,474,732	675,400	2,947,300	7,470,250	521,900	495,825	27,084,812	2,029,487	8.10%
Material & Supplies	-	-	144,300	215,000	1,615,947	323,000	724,250	112,200	157,200	3,530,400	184,100	1,194,850	8,201,248	32,975	0.40%
Contract Services/Fees	-	-	481,600	827,050	1,507,600	1,470,800	656,000	139,500	399,600	10,116,385	281,600	(3,417,800)	12,462,335	1,106,735	9.75%
External Agencies	-	-	285,850	-	310,199	26,000	-	-	-	11,000	30,678,785	-	31,311,834	1,606,174	5.41%
Transfer to Reserves	380,000	13,002,500	-	-	321,000	76,300	497,000	-	-	80,000	-	1,853,125	16,209,925	1,896,175	13.25%
Debt Principal & Interest	-	-	-	-	1,855,200	-	331,900	-	33,800	3,194,000	734,700	-	6,149,600	858,600	16.23%
Transfer to School Boards	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
Non-Cash Expenditures (See Detail Below)	-	-	-	125,000	1,617,100	220,000	880,000	-	50,000	10,457,500	350,000	818,000	14,517,600	423,000	3.00%
Total Expenditures	380,000	13,002,500	1,899,850	4,222,050	11,771,351	4,028,100	7,563,882	927,100	3,587,900	34,859,535	32,751,085	944,000	115,937,353	7,953,146	7.37%
Less: Non-Cash Expenditures (See Detail Below)	-	-	-	(125,000)	(1,617,100)	(220,000)	(880,000)	-	(50,000)	(10,457,500)	(350,000)	(818,000)	(14,517,600)	(423,000)	-3.00%
Net Expenditures	(83,518,455)	13,002,500	1,549,850	3,164,550	5,565,066	3,205,400	6,242,982	916,400	1,620,172	17,923,650	30,327,885	-	-	-	

APPENDICES - ALL CITY OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Non-Cash Expenditures

Description															
	Revenue Summary	Capital Levy	Council & CAO	Finance	Community Services	Corporate Services	Fire	Human Resources	Planning & Development	Public Works	External Agencies	Fleet	Total	Variance \$	Variance %
Depreciation	-	-	-	-	1,617,100	220,000	880,000	-	50,000	10,407,500	350,000	818,000	14,342,600	423,000	3.04%
Landfill Closure Cost	-	-	-	-	-	-	-	-	-	50,000	-	-	50,000	-	0.00%
Employee Benefits	-	-	-	125,000	-	-	-	-	-	-	-	-	125,000	-	0.00%
Contaminated Site Cost	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
Total Non-Cash Expenditures	-	-	-	125,000	1,617,100	220,000	880,000	-	50,000	10,457,500	350,000	818,000	14,517,600	423,000	3.00%

Table: 2024 Operating Budget - Revenue Summary

Description	2023 Budget	2024 Budget					Variance\$	Variance %
	Total	General Levy	Area Rating	School Board	Other Revenue	Total		
General Taxation	\$ (61,084,710)	\$ (66,600,903)	\$ -	\$ -	\$ -	\$ (66,600,903)	\$ (5,516,193)	9.03%
Payments in Lieu	\$ (10,189,522)	\$ (10,993,752)	\$ -	\$ -	\$ -	\$ (10,993,752)	\$ (804,231)	7.89%
Supplementary Taxation	\$ (1,000,000)	\$ (1,000,000)	\$ -	\$ -	\$ -	\$ (1,000,000)	\$ -	0.00%
Taxation Write Offs	\$ 769,300	\$ 766,300	\$ -	\$ -	\$ 50,000	\$ 816,300	\$ 47,000	6.11%
Area Rating Taxation	\$ (2,738,700)	\$ -	\$ (2,881,100)	\$ -	\$ -	\$ (2,881,100)	\$ (142,400)	5.20%
School Board Taxation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Other Revenue	\$ (2,567,900)	\$ -	\$ -	\$ -	\$ (3,089,000)	\$ (3,089,000)	\$ (521,100)	20.29%
Total Revenue	\$ (76,811,531)	\$ (77,828,355)	\$ (2,881,100)	\$ -	\$ (3,039,000)	\$ (83,748,455)	\$ (6,936,923)	9.03%
Transfers to School Board	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Write Offs	\$ (280,000)	\$ -	\$ -	\$ -	\$ (150,000)	\$ (150,000)	\$ 130,000	-46.43%
Charity Rebates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Vacancy Rebates	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	\$ 380,000	\$ 380,000	\$ 380,000	0.00%
Annual Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenditures	\$ (280,000)	\$ -	\$ -	\$ -	\$ 230,000	\$ 230,000	\$ 510,000	-182.14%
Less Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Expenditures	\$ (77,091,531)	\$ (77,828,355)	\$ (2,881,100)	\$ -	\$ (2,809,000)	\$ (83,518,455)	\$ (6,426,923)	8.34%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Departmental Operating budget details

Table: 2024 Operating Budget - Council and CAO Summary

Description	2023 Budget	2024 Budget						Variance\$	Variance %
	Total	Council	Council Support	Community Grants	CAO	Municipal Plans/Studies	Total		
Provincial Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfers from Reserves	\$ (340,000)	\$ -	\$ -	\$ -	\$ -	\$ (350,000)	\$ (350,000)	\$ (10,000)	2.9%
Total Revenue	\$ (340,000)	\$ -	\$ -	\$ -	\$ -	\$ (350,000)	\$ (350,000)	\$ (10,000)	2.94%
Salaries & Benefits	\$ 936,500	\$ 494,000	\$ 104,100	\$ -	\$ 390,000	\$ -	\$ 988,100	\$ 51,600	5.5%
Material & Supplies	\$ 121,800	\$ 110,800	\$ 300	\$ -	\$ 33,200	\$ -	\$ 144,300	\$ 22,500	18.5%
Contract Services & Fees	\$ 470,100	\$ 30,100	\$ -	\$ -	\$ 1,500	\$ 450,000	\$ 481,600	\$ 11,500	2.4%
External Agencies	\$ 246,850	\$ -	\$ -	\$ 285,850	\$ -	\$ -	\$ 285,850	\$ 39,000	15.8%
Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Expenditures	\$ 1,775,250	\$ 634,900	\$ 104,400	\$ 285,850	\$ 424,700	\$ 450,000	\$ 1,899,850	\$ 124,600	7.0%
Less Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Net Expenditures	\$ 1,435,250	\$ 634,900	\$ 104,400	\$ 285,850	\$ 424,700	\$ 100,000	\$ 1,549,850	\$ 114,600	8.0%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Finance Summary

Description	2023 Budget	2024 Budget					Variance\$	Variance %
	Total	Director of Finance	Accounting, Customer Service & Payroll	Purchasing & Risk Management	Asset Management/Data Analytics	Total		
User Fees Subject to Inflation	\$ (224,700)	\$ -	\$ (224,700)	\$ -	\$ -	\$ (224,700)	\$ -	0.00%
Other Revenue	\$ (726,170)	\$ -	\$ (636,900)	\$ (20,000)	\$ (50,900)	\$ (707,800)	\$ 18,370	-2.53%
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ (950,870)	\$ -	\$ (861,600)	\$ (20,000)	\$ (50,900)	\$ (932,500)	\$ 18,370	-1.93%
Salaries & Benefits	\$ 2,832,300	\$ 218,000	\$ 1,887,500	\$ 525,900	\$ 423,600	\$ 3,055,000	\$ 222,700	7.86%
Material and Supplies	\$ 181,100	\$ 7,100	\$ 150,300	\$ 54,600	\$ 3,000	\$ 215,000	\$ 33,900	18.72%
Contract Services & Fees	\$ 770,000	\$ -	\$ 270,100	\$ 397,750	\$ 143,500	\$ 811,350	\$ 41,350	5.37%
Principal & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Rents & Financial Expenses	\$ 15,700	\$ -	\$ 15,700	\$ -	\$ -	\$ 15,700	\$ -	0.00%
External Agencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Transfer to Reserves	\$ 49,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (49,500)	-100.00%
Future Employee Benefits	\$ 125,000	\$ -	\$ 125,000	\$ -	\$ -	\$ 125,000	\$ -	0.00%
Total Expenditures	\$ 3,973,600	\$ 225,100	\$ 2,448,600	\$ 978,250	\$ 570,100	\$ 4,222,050	\$ 248,450	6.25%
Less Future Employee Benefit Cost	\$ (125,000)	\$ -	\$ (125,000)	\$ -	\$ -	\$ (125,000)	\$ -	0.00%
Net Expenditures	\$ 2,897,730	\$ 225,100	\$ 1,462,000	\$ 958,250	\$ 519,200	\$ 3,164,550	\$ 266,820	9.21%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Community Services Summary

Description	2023 Budget	2024 Budget										Variance\$	Variance%
	Total	Director Community Services	Corporate Facilities	Marina	Arena	Crossing Guards	Economic Development	Tourism	Community Engagement /Communications	Special Events	Total		
User Fees Subject to Inflation	\$ (1,959,600)	\$ -	\$ (23,500)	\$ (1,135,245)	\$ (531,440)	\$ -	\$ (4,600)	\$ (235,000)	\$ -	\$ (17,000)	\$ (1,946,785)	\$ 12,815	-0.7%
Other Revenue	\$ (719,600)	\$ -	\$ (742,300)	\$ -	\$ (6,200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (748,500)	\$ (28,900)	4.0%
Grants & Contributions	\$ (62,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (138,000)	\$ -	\$ (13,500)	\$ (151,500)	\$ (89,000)	142.4%
Transfer from Reserve	\$ (1,458,500)	\$ -	\$ (689,500)	\$ (1,027,900)	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ -	\$ (1,742,400)	\$ (283,900)	19.5%
Total Revenue	\$ (4,200,200)	\$ -	\$ (1,455,300)	\$ (2,163,145)	\$ (537,640)	\$ -	\$ (4,600)	\$ (373,000)	\$ (25,000)	\$ (30,500)	\$ (4,589,185)	\$ (388,985)	9.3%
Salaries & Benefits	\$ 4,278,100	\$ 264,500	\$ 619,400	\$ 412,500	\$ 1,364,800	\$ 502,800	\$ 345,100	\$ 254,900	\$ 586,000	\$ 194,305	\$ 4,544,305	\$ 266,205	6.2%
Material and Supplies	\$ 1,452,922	\$ 17,400	\$ 291,547	\$ 544,600	\$ 354,100	\$ 9,700	\$ 65,300	\$ 161,500	\$ 81,100	\$ 35,500	\$ 1,560,747	\$ 107,825	7.4%
Contract Services and Fees	\$ 1,366,200	\$ -	\$ 425,100	\$ 155,800	\$ 370,800	\$ -	\$ 58,100	\$ 269,000	\$ 75,000	\$ 181,800	\$ 1,535,600	\$ 169,400	12.4%
Rents & Financial Expenses	\$ 26,700	\$ -	\$ -	\$ 20,700	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 26,700	\$ -	0.0%
External Agencies	\$ 305,280	\$ -	\$ -	\$ -	\$ 80,199	\$ -	\$ 50,000	\$ 140,500	\$ -	\$ 40,000	\$ 310,699	\$ 5,419	1.8%
Transfer to the Reserves	\$ 320,800	\$ -	\$ 21,000	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 321,000	\$ 200	0.1%
Total Debt Repayment	\$ 1,571,500	\$ -	\$ 827,300	\$ 1,027,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,855,200	\$ 283,700	18.1%
Transfer to Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Depreciation	\$ 1,606,100	\$ -	\$ 743,100	\$ 552,500	\$ 298,000	\$ -	\$ 23,500	\$ -	\$ -	\$ -	\$ 1,617,100	\$ 11,000	0.7%
Total Expenditures	\$ 10,927,602	\$ 281,900	\$ 2,927,447	\$ 2,714,000	\$ 2,467,899	\$ 512,500	\$ 848,000	\$ 825,900	\$ 742,100	\$ 451,605	\$ 11,771,351	\$ 843,749	7.7%
Less Depreciation	\$ (1,606,100)	\$ -	\$ (743,100)	\$ (552,500)	\$ (298,000)	\$ -	\$ (23,500)	\$ -	\$ -	\$ -	\$ (1,617,100)	\$ (11,000)	0.7%
Net Expenditures	\$ 5,121,302	\$ 281,900	\$ 729,047	\$ (1,645)	\$ 1,632,259	\$ 512,500	\$ 819,900	\$ 452,900	\$ 717,100	\$ 421,105	\$ 5,565,066	\$ 443,764	8.7%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Corporate Services Summary

Description	2023 Budget	2024 Budget						Variance\$	Variance %
	Total	Director Corporate Services	Technology	City Clerk	Animal Control	Cemeteries	Total		
User Fees Subject to Inflation	\$ (129,300)	\$ -	\$ -	\$ (46,800)	\$ (48,500)	\$ (45,500)	\$ (140,800)	\$ (11,500)	8.89%
Other Revenue	\$ (445,100)	\$ -	\$ (456,300)	\$ (1,800)	\$ -	\$ (300)	\$ (458,400)	\$ (13,300)	2.99%
Grants & Contributions	\$ (3,500)	\$ -	\$ -	\$ (3,500)	\$ -	\$ -	\$ (3,500)	\$ -	0.00%
Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ (577,900)	\$ -	\$ (456,300)	\$ (52,100)	\$ (48,500)	\$ (45,800)	\$ (602,700)	\$ (24,800)	4.29%
Salaries & Benefits	\$ 1,699,600	\$ 217,400	\$ 964,400	\$ 730,200	\$ -	\$ -	\$ 1,912,000	\$ 212,400	12.50%
Material and Supplies	\$ 330,100	\$ 3,000	\$ 297,000	\$ 19,000	\$ 3,000	\$ 1,000	\$ 323,000	\$ (7,100)	-2.15%
Contract Services & Fees	\$ 1,434,600	\$ -	\$ 1,117,000	\$ 38,300	\$ 201,000	\$ 111,000	\$ 1,467,300	\$ 32,700	2.28%
Principal & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Rents & Financial Expenses	\$ 3,500	\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ 3,500	\$ -	0.00%
External Agencies	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000	\$ -	0.00%
Transfer to Reserves	\$ 78,300	\$ -	\$ -	\$ 72,000	\$ -	\$ 4,300	\$ 76,300	\$ (2,000)	-2.55%
Annual Depreciation	\$ 220,000	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000	\$ -	0.00%
Total Expenditures	\$ 3,792,100	\$ 220,400	\$ 2,598,400	\$ 863,000	\$ 204,000	\$ 142,300	\$ 4,028,100	\$ 236,000	6.22%
Less Depreciation	\$ (220,000)	\$ -	\$ (220,000)	\$ -	\$ -	\$ -	\$ (220,000)	\$ -	0.00%
Net Expenditures	\$ 2,994,200	\$ 220,400	\$ 1,922,100	\$ 810,900	\$ 155,500	\$ 96,500	\$ 3,205,400	\$ 211,200	7.05%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Fire Summary

Description	2023 Budget	2024 Budget								Variance\$	Variance%
	Total	Fire Chief	Fire Admin	FPO	Volunteer	Facilities	Vehicles	Career	Total		
User Fees Subject to Inflation	\$ (60,000)	\$ -	\$ (49,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (49,000)	\$ (11,000)	22.45%
Other Revenue	\$ -	\$ -	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ (30,000)	\$ 30,000	-100.00%
Grants & Contributions	\$ (30,000)	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (30,000)	\$ -	0.00%
Transfers from Reserves	\$ (336,500)	\$ -	\$ -	\$ -	\$ -	\$ (331,900)	\$ -	\$ -	\$ (331,900)	\$ (4,600)	1.39%
Total Revenue	\$ (426,500)	\$ -	\$ (79,000)	\$ (30,000)	\$ -	\$ (331,900)	\$ -	\$ -	\$ (440,900)	\$ 14,400	-3.27%
Salaries	\$ 3,203,300	\$ 400,500	\$ -	\$ 485,000	\$ 715,432	\$ 13,000	\$ -	\$ 1,795,000	\$ 3,408,932	\$ (205,632)	-6.03%
Benefits	\$ 952,200	\$ 126,000	\$ -	\$ 150,400	\$ 204,000	\$ 8,500	\$ -	\$ 576,900	\$ 1,065,800	\$ (113,600)	-10.66%
Material and Supplies	\$ 737,400	\$ 17,300	\$ 26,600	\$ 21,200	\$ 366,600	\$ 130,900	\$ 73,450	\$ 88,200	\$ 724,250	\$ 13,150	1.82%
Contracted Services	\$ 639,800	\$ -	\$ 240,100	\$ 8,500	\$ 53,000	\$ 105,000	\$ 207,400	\$ 30,000	\$ 644,000	\$ (4,200)	-0.65%
Rents & Financial Expenses	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	0.00%
Debt Principal & Interest	\$ 336,500	\$ -	\$ -	\$ -	\$ -	\$ 331,900	\$ -	\$ -	\$ 331,900	\$ 4,600	1.39%
Transfers to Reserves	\$ 206,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 435,000	\$ 62,000	\$ 497,000	\$ (291,000)	-58.55%
External Agencies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Annual Depreciation	\$ 800,000	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ 340,000	\$ -	\$ 880,000	\$ (80,000)	-9.09%
Total Expenditures	\$ 6,887,200	\$ 543,800	\$ 818,700	\$ 665,100	\$ 1,339,032	\$ 589,300	\$ 1,055,850	\$ 2,552,100	\$ 7,563,882	\$ (676,682)	-8.95%
Less Depreciation	\$ (800,000)	\$ -	\$ (540,000)	\$ -	\$ -	\$ -	\$ (340,000)	\$ -	\$ (880,000)	\$ 80,000	-9.09%
Net Expenditures	\$ 5,660,700	\$ 543,800	\$ 199,700	\$ 635,100	\$ 1,339,032	\$ 257,400	\$ 715,850	\$ 2,552,100	\$ 6,242,982	\$ (582,282)	-9.33%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Human Resource Summary

Description	2023 Budget	2024 Budget		Variance\$	Variance %
	Total	Human Resources	Total		
User Fees Subject to Inflation	\$ -	\$ -	\$ -	\$ -	0.00%
Other Revenue	\$ (8,446)	\$ (10,700)	\$ (10,700)	\$ (2,254)	26.69%
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	0.00%
Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	0.00%
Total Revenue	\$ (8,446)	\$ (10,700)	\$ (10,700)	\$ (2,254)	26.69%
Salaries & Benefits	\$ 546,700	\$ 675,400	\$ 675,400	\$ 128,700	23.54%
Material and Supplies	\$ 168,000	\$ 112,200	\$ 112,200	\$ (55,800)	-33.21%
Contract Services & Fees	\$ 143,500	\$ 139,500	\$ 139,500	\$ (4,000)	-2.79%
Principal & Interest	\$ -	\$ -	\$ -	\$ -	0.00%
Rents & Financial Expenses	\$ -	\$ -	\$ -	\$ -	0.00%
External Agencies	\$ -	\$ -	\$ -	\$ -	0.00%
Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	0.00%
Annual Depreciation	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenditures	\$ 858,200	\$ 927,100	\$ 927,100	\$ 68,900	8.03%
Less Depreciation	\$ -	\$ -	\$ -	\$ -	0.00%
Net Expenditures	\$ 849,754	\$ 916,400	\$ 916,400	\$ 66,646	7.84%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Planning and Development Summary

Description	2023 Budget	2024 Budget						Variance\$	Variance%
	Total	Director	Development	Planning	Building	Bylaw	Total		
User Fees Subject to Inflation	\$ (424,510)	\$ -	\$ -	\$ (262,928)	\$ (109,000)	\$ (55,000)	\$ (426,928)	\$ (2,418)	0.6%
User Fees Not Subject to Inflation	\$ (1,428,620)	\$ -	\$ -	\$ (50,000)	\$ (1,300,000)	\$ -	\$ (1,350,000)	\$ 78,620	-5.5%
Other Revenue	\$ (22,000)	\$ -	\$ -	\$ -	\$ -	\$ (22,000)	\$ (22,000)	\$ -	0.0%
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfer from Reserve	\$ (54,000)	\$ -	\$ -	\$ -	\$ (25,000)	\$ (93,800)	\$ (118,800)	\$ (64,800)	120.0%
Total Revenue	\$ (1,929,130)	\$ -	\$ -	\$ (312,928)	\$ (1,434,000)	\$ (170,800)	\$ (1,917,728)	\$ 11,402	-0.6%
Salaries	\$ 2,152,000	\$ 192,100	\$ -	\$ 670,500	\$ 855,900	\$ 498,000	\$ 2,216,500	\$ 64,500	3.0%
Benefits	\$ 696,100	\$ 77,000	\$ -	\$ 219,000	\$ 268,000	\$ 166,800	\$ 730,800	\$ 34,700	5.0%
Material and Supplies	\$ 91,300	\$ 6,000	\$ -	\$ 22,700	\$ 45,500	\$ 83,000	\$ 157,200	\$ 65,900	72.2%
Contracted Services/Fees	\$ 377,500	\$ -	\$ -	\$ 33,200	\$ 264,600	\$ 101,800	\$ 399,600	\$ 22,100	5.9%
Principal & Interest	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 33,800	\$ 33,800	\$ (200)	-0.6%
Rents & Financial Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Grants & Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfers to Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Annual Depreciation	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 20,000	66.7%
Total Expenditures	\$ 3,380,900	\$ 275,100	\$ -	\$ 945,400	\$ 1,434,000	\$ 933,400	\$ 3,587,900	\$ 207,000	6.1%
Less Depreciation	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)	\$ (20,000)	66.7%
Net Expenditures	\$ 1,421,770	\$ 275,100	\$ -	\$ 632,472	\$ -	\$ 712,600	\$ 1,620,172	\$ 198,402	14.0%

APPENDICES - DEPARTMENTAL OPERATING BUDGET DETAILS

Table: 2024 Operating Budget - Public Works Summary

Description	2023 Budget	2024 Budget									Variance\$	Variance %
	Total	PW Admin	Engineering	Roads	PW Facilities	Parks	Environmental Control	Streetlights	Solid Waste Services	Total		
User Fees Subject to Inflation	\$ (617,300)	\$ -	\$ (225,000)	\$ (130,000)	\$ -	\$ (52,000)	\$ -	\$ -	\$ (2,000)	\$ (409,000)	\$ 208,300	-33.74%
User Fees Not Subject to Inflation	\$ (1,839,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,997,500)	\$ (1,997,500)	\$ (158,000)	8.59%
Other Revenue	\$ (265,100)	\$ -	\$ -	\$ (127,100)	\$ (105,700)	\$ (41,800)	\$ -	\$ -	\$ -	\$ (274,600)	\$ (9,500)	3.58%
Grants & Contributions	\$ (15,000)	\$ -	\$ -	\$ -	\$ -	\$ (10,000)	\$ -	\$ -	\$ -	\$ (10,000)	\$ 5,000	-33.33%
Transfers from Reserves	\$ (3,351,800)	\$ -	\$ (535,000)	\$ (1,529,800)	\$ (1,300,085)	\$ (272,600)	\$ (40,000)	\$ (97,000)	\$ (12,800)	\$ (3,787,285)	\$ (435,485)	12.99%
Total Revenue	\$ (6,088,700)	\$ -	\$ (760,000)	\$ (1,786,900)	\$ (1,405,785)	\$ (376,400)	\$ (40,000)	\$ (97,000)	\$ (2,012,300)	\$ (6,478,385)	\$ (389,685)	6.40%
Salaries & Benefits	\$ 6,862,725	\$ 513,500	\$ 785,150	\$ 4,584,500	\$ 150,400	\$ 1,346,100	\$ -	\$ 10,000	\$ 80,600	\$ 7,470,250	\$ 607,525	8.85%
Material and Supplies	\$ 3,629,700	\$ 12,000	\$ 26,000	\$ 2,752,100	\$ 349,200	\$ 298,300	\$ -	\$ 174,000	\$ 34,100	\$ 3,645,700	\$ 16,000	0.44%
External Agencies	\$ 11,000	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ -	0.00%
Debt Principal & Interest	\$ 2,603,500	\$ -	\$ -	\$ 1,529,800	\$ 1,294,600	\$ 272,600	\$ -	\$ 97,000	\$ -	\$ 3,194,000	\$ 590,500	22.68%
Contract Service/Fees	\$ 8,942,300	\$ 1,500	\$ 444,700	\$ 5,545,400	\$ 135,685	\$ 1,208,100	\$ 160,000	\$ 145,000	\$ 2,353,700	\$ 9,994,085	\$ 1,051,785	11.76%
Rents & Financial Expenses	\$ 7,000	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ -	0.00%
Transfers to Reserve	\$ 80,000	\$ -	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	0.00%
Annual Depreciation	\$ 10,190,500	\$ -	\$ -	\$ 8,970,000	\$ 470,000	\$ 877,500	\$ -	\$ 90,000	\$ 50,000	\$ 10,457,500	\$ 267,000	2.62%
Total Expenditures	\$ 32,326,725	\$ 527,000	\$ 1,255,850	\$ 23,479,800	\$ 2,399,885	\$ 4,002,600	\$ 160,000	\$ 516,000	\$ 2,518,400	\$ 34,859,535	\$ 2,532,810	7.84%
Less Depreciation	\$ (10,140,500)	\$ -	\$ -	\$ (8,970,000)	\$ (470,000)	\$ (877,500)	\$ -	\$ (90,000)	\$ -	\$ (10,407,500)	\$ (267,000)	2.63%
Less Landfill Closure Costs	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)	\$ -	0.00%
Less Use of Capital Levy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Net Expenditures	\$ 16,047,525	\$ 527,000	\$ 495,850	\$ 12,722,900	\$ 524,100	\$ 2,748,700	\$ 120,000	\$ 329,000	\$ 456,100	\$ 17,923,650	\$ 1,876,125	11.69%

APPENDICES - FLEET OPERATING BUDGET DETAILS

External Agencies Operating budget details

Table: 2024 Operating Budget - External Agencies Summary

Description	2023 Budget	2024 Budget								Variance\$	Variance%
	Total	Health	Social	Library	Transit	Other	Recycling	Police	Total		
User Fees Subject to Inflation	\$ (12,100)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100)	\$ (12,000)	\$ (12,100)	\$ -	0.0%
Other Revenue	\$ (317,130)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (167,000)	\$ (167,000)	\$ 150,130	-47.3%
Grants and Contributions	\$ (102,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (102,500)	\$ (102,500)	\$ -	0.0%
Transfers from Reserves	\$ (1,581,400)	\$ (155,000)	\$ -	\$ -	\$ (546,000)	\$ -	\$ (355,900)	\$ (734,700)	\$ (1,791,600)	\$ (210,200)	13.3%
Total Revenue	\$ (2,013,130)	\$ (155,000)	\$ -	\$ -	\$ (546,000)	\$ -	\$ (356,000)	\$ (1,016,200)	\$ (2,073,200)	\$ (60,070)	3.0%
Salaries	\$ 340,500	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,200	\$ 447,200	\$ 106,700	31.3%
Benefits	\$ 71,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,700	\$ 74,700	\$ -	0.0%
Material and Supplies	\$ 177,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 182,600	\$ 187,600	\$ 10,200	5.7%
Contracted Services	\$ 279,800	\$ -	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ 246,100	\$ 278,100	\$ (1,700)	-0.6%
External Agencies	\$ 29,117,030	\$ 1,426,900	\$ 12,593,625	\$ 1,725,000	\$ 2,515,500	\$ 1,769,500	\$ 1,576,000	\$ 9,072,260	\$ 30,678,785	\$ 1,561,755	5.4%
Debt Principal & Interest	\$ 745,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 734,700	\$ 734,700	\$ (10,800)	-1.4%
Transfer to Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Annual Depreciation	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000	\$ -	0.0%
Total Expenditures	\$ 31,081,430	\$ 1,721,900	\$ 12,593,625	\$ 1,725,000	\$ 2,515,500	\$ 1,801,500	\$ 1,581,000	\$ 10,812,560	\$ 32,751,085	\$ 1,666,155	5.4%
Less Depreciation	\$ (350,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (350,000)	\$ (350,000)	\$ -	0.0%
Net Expenditures	\$ 28,718,300	\$ 1,566,900	\$ 12,593,625	\$ 1,725,000	\$ 1,969,500	\$ 1,801,500	\$ 1,225,000	\$ 9,446,360	\$ 30,327,885	\$ 1,606,085	5.6%

APPENDICES - FLEET OPERATING BUDGET DETAILS

Fleet Operating budget details

Table: 2024 Operating Budget - Fleet Summary

Description	2023 Budget	2024 Budget					Variance\$	Variance%
	Total	Administration	Roads	Parks	Corporate	Total		
User Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Provincial Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Grants and Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfers from Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Salaries & Benefits	\$ 484,100	\$ (162,200)	\$ 564,025	\$ 86,000	\$ 8,000	\$ 495,825	\$ 11,725	2.4%
Material and Supplies	\$ 1,282,450	\$ 50,500	\$ 920,750	\$ 174,100	\$ 49,500	\$ 1,194,850	\$ (87,600)	-6.8%
Contracted Services	\$ (3,137,500)	\$ 111,700	\$ (2,774,400)	\$ (552,500)	\$ (202,600)	\$ (3,417,800)	\$ (280,300)	8.9%
Grants and Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Debt Principal & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Transfer to Reserves	\$ 1,634,150	\$ -	\$ 1,388,625	\$ 313,400	\$ 151,100	\$ 1,853,125	\$ 218,975	13.4%
Depreciation	\$ 773,000	\$ -	\$ 730,000	\$ 46,000	\$ 42,000	\$ 818,000	\$ 45,000	5.8%
Gain/Loss on Asset Disposal	\$ (263,200)	\$ -	\$ (99,000)	\$ (21,000)	\$ (6,000)	\$ (126,000)	\$ 137,200	-52.1%
Total Expenditures	\$ 773,000	\$ -	\$ 730,000	\$ 46,000	\$ 42,000	\$ 818,000	\$ 45,000	5.8%
Less Depreciation	\$ (773,000)	\$ -	\$ (730,000)	\$ (46,000)	\$ (42,000)	\$ (818,000)	\$ (45,000)	5.8%
Net Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%

Appendices

Carryforward Capital Projects

All City Carryforward Capital projects expense budget

Table: 2024 All City Carryforward Capital projects expense budget



APPENDICES - CARRYFORWARD CAPITAL PROJECTS

All City Carryforward Capital projects expense budget

Table: 2024 All City Carryforward Capital projects expense budget

Carryforward City Capital Projects											
Project Name	Department	Budget Year	Actuals	Budget	Capital Levy	Development Charges	Debt	Provincial Funding	Gas Tax	Federal Funding	Other Reserves
2093 - Old Town Hall	Community Services	2016	202,368	455,000	455,000	0	0	0	0	0	0
2143 - Marina - Breakwall and dock repairs	Community Services	2021	61,698	310,000	310,000	0	0	0	0	0	0
2150 - 149 North Murray - office renovation	Community Services	2023	7,573	1,250,000	1,250,000	0	0	0	0	0	0
2156 - YMCA - RTU HVAC replacement	Community Services	2023	0	550,000	550,000	0	0	0	0	0	0
2158 - YMCA - standby generator	Community Services	2023	0	380,000	380,000	0	0	0	0	0	0
2288 - Security Cameras - Frankford Arena	Community Services	2020	16,225	20,000	20,000	0	0	0	0	0	0
2290 - Security Cameras (1,2) - Trenton Arena	Community Services	2020	24,949	30,000	30,000	0	0	0	0	0	0
2406 - Security & Network Monitoring	Corporate Services	2019	8,599	30,000	30,000	0	0	0	0	0	0
2412 - Fiber	Corporate Services	2020	96,030	150,000	150,000	0	0	0	0	0	0
2413 - Emergency Response Management Platform (PRISM Replacement Study)	Corporate Services	2020	1,327	20,000	20,000	0	0	0	0	0	0
2418 - Fiber	Corporate Services	2021	605	150,000	150,000	0	0	0	0	0	0
2419 - Fiber Partnerships	Corporate Services	2021	0	375,000	375,000	0	0	0	0	0	0
2422 - Community Safety Technology	Corporate Services	2022	31,904	125,000	125,000	0	0	0	0	0	0
2423 - Fiber	Corporate Services	2022	9,934	150,000	150,000	0	0	0	0	0	0
2424 - Document Management System	Corporate Services	2022	6,927	150,000	150,000	0	0	0	0	0	0
2425 - Council Chambers Microphones	Corporate Services	2023	0	75,000	75,000	0	0	0	0	0	0
2426 - Mobile Device Management Software	Corporate Services	2023	0	30,000	30,000	0	0	0	0	0	0
2461 - epermitting	Planning & Development	2023	0	200,000	0	0	0	0	0	0	200,000
2508 - 2020 PW Light Duty Vehicles	Fleet Services	2020	37,070	80,000	80,000	0	0	0	0	0	0
2520 - 2021 PW Heavy Duty Vehicles	Fleet Services	2021	984,435	1,110,000	0	0	0	0	0	0	1,110,000
2525 - 2022 PW Heavy Duty Vehicles	Fleet Services	2022	1,348,117	1,326,144	464,235	438,042	0	0	0	0	423,867
2528 - 2022 PW Light Duty Vehicles	Fleet Services	2022	53,063	185,000	70,000	0	0	0	0	0	115,000
2535 - 2023 PW Heavy Duty Vehicles	Fleet Services	2023	0	1,110,000	0	0	0	0	0	0	1,110,000
2665 - Banners - Fraser Park / Dundas Street	Community Services	2019	0	10,000	10,000	0	0	0	0	0	0
2667 - Wayfinding - Message on Sign Backs	Community Services	2020	534	10,000	10,000	0	0	0	0	0	0
2668 - Bridge Lighting - Phase 2	Community Services	2020	0	60,000	60,000	0	0	0	0	0	0
2669 - Historic Plaque - Frankford	Community Services	2020	25,346	40,000	40,000	0	0	0	0	0	0
2671 - Wayfinding - Tourism Directional Signs	Community Services	2021	0	50,000	0	0	0	0	0	0	50,000
2673 - Wayfinding - Tourism Directional Signs	Community Services	2023	0	50,000	50,000	0	0	0	0	0	0
2835 - Camera & Network Upgrades	External Agencies	2020	0	75,000	0	0	0	0	0	0	75,000
3062 - Division St @ Dixon / Front	Public Works	2016	58,643	75,000	75,000	0	0	0	0	0	0
3113 - Wooler Road bridge rehab	Public Works	2020	716,870	5,400,000	400,000	700,000	4,300,000	0	0	0	0
3115 - Parking Lot Upgrades	Public Works	2020	0	100,000	100,000	0	0	0	0	0	0
3135 - Bridge replacement Hill Road	Public Works	2021	94,848	739,364	540,000	0	0	199,364	0	0	0
3147 - Sidewalk Replacement (Various locations)	Public Works	2022	0	100,000	100,000	0	0	0	0	0	0
3148 - Industrial Land-Servicing (include water and sewer)	Public Works	2022	748,449	1,300,000	300,000	0	0	0	0	0	1,000,000
3154 - Relocate water main from TWTP to Subway Road	Public Works	2023	0	20,000	0	0	0	0	20,000	0	0
3156 - Upgrade Traffic Controllers	Public Works	2023	0	30,000	30,000	0	0	0	0	0	0
3159 - Huff Avenue Industrial Park	Public Works	2023	75,329	2,490,000	0	0	0	0	0	0	2,490,000
4127 - Chatterton Valley Park Picnic shelter	Public Works	2020	0	15,000	15,000	0	0	0	0	0	0
4142 - Bike Racks along trail	Public Works	2021	0	25,000	0	0	0	0	0	0	25,000
4145 - E/W link Bain Park to Centennial Park	Public Works	2021	17,737	100,000	100,000	0	0	0	0	0	0
4152 - Playground Maintenance/Rule Signage/Frankford Exercise Equipment	Public Works	2022	8,695	25,000	25,000	0	0	0	0	0	0
4159 - Other Field Renovation; Level areas on existing Fields of Play. Sod/Topsoil	Public Works	2023	4,125	20,000	20,000	0	0	0	0	0	0
Total			4,641,400	18,995,508	6,739,235	1,138,042	4,300,000	199,364	20,000	0	6,598,867

Appendices

Long-term Capital Plan details

All City Long-term Capital Plan budget details

Table: Arenas 10-year capital plan

Table: Community Services 10-year capital plan

Table: Corporate Facilities 10-year capital plan

Table: Corporate Services 10-year capital plan

Table: Financial Services 10-year capital plan

Table: Fire 10-year capital plan

Table: Fleet 10-year capital plan

Table: Public Works 10-year capital plan

Table: Parks 10-year capital plan



APPENDICES - LONG-TERM CAPITAL PLAN

All City Long-term Capital Plan budget details

Table: Arenas 10-year capital plan

Arenas 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
CO detection replacement	30,000	0	0	0	0	0	0	0	0	0
Arena's - Sound System	0	150,000	0	0	0	0	0	0	0	0
Electric Ice Resurfacer	0	134,000	0	0	0	0	0	0	0	0
Standby generator - 750KW 347/600V Diesel Generator	0	1,036,000	0	0	0	0	0	0	0	0
Rubber Floor Replacement	0	124,000	80,000	0	0	0	0	0	0	0
Roof Replacement 2.0 & 3.0	0	0	212,000	0	0	0	0	0	0	0
MYCOM Compressor 1	0	0	80,000	0	0	0	0	0	0	0
Playing Floor, boards, header replacement	0	0	0	2,185,000	0	0	0	0	0	0
Roof Replacement - 3.0,3.2,3.3	0	0	0	175,000	0	0	0	0	0	0
Unit Heater Changeroom 1 - Enerzone XAHC15 PT	0	0	0	9,000	0	0	0	0	0	0
HWT Changeroom 4 - A.O. Smith BTRC-120 118	0	0	0	16,000	0	0	0	0	0	0
Brine Pump	0	0	0	33,000	0	0	0	0	0	0
Unit Heater Changeroom 2 - Enerzone XAHC15 PT	0	0	0	9,000	0	0	0	0	0	0
Playing Floor, header replacement	0	0	0	0	2,251,000	0	0	0	0	0
HWT Changeroom 1 - A.O. Smith PV50HIN 200	0	0	0	0	11,000	0	0	0	0	0
HWT Changeroom 3 - Bradford White DH50T50FB3N	0	0	0	0	16,000	0	0	0	0	0
Rubber Floor Replacement	0	0	0	0	84,000	0	0	0	0	0
Condenser	0	0	0	0	0	203,000	0	0	0	0
Roof Replacement - 1.0	0	0	0	0	0	1,166,000	0	0	0	0
Zamboni Room Furnace - York TM9E060B12MP11A	0	0	0	0	0	0	10,000	0	0	0
Roof Replacement - 4.0,4.1,4.2,4.3,4.5	0	0	0	0	0	0	322,000	0	0	0
Dehumidifier	0	0	0	0	0	0	119,000	184,000	0	0
Electric Ice Resurfacer	0	0	0	0	0	0	179,000	0	0	0
Boiler Room - NTI Boiler TX151	0	0	0	0	0	0	0	15,000	0	0
Heat Exchanger - Gasket Replacements	0	0	0	0	0	0	0	31,000	0	0
Unit Heater Changeroom 3 - Enerzone XAHC15 PT	0	0	0	0	0	0	0	0	6,000	0
Unit Heater Changeroom 4 - Enerzone XAHC15 PT	0	0	0	0	0	0	0	0	6,000	0
Automation System	0	0	0	0	0	0	0	0	164,000	0
Control Panel- Refrigeration	0	0	0	0	0	0	0	0	82,000	0
MYCOM Compressor 2	0	0	0	0	0	0	0	0	0	98,000
Automation System	0	0	0	0	0	0	0	0	0	52,000
MYCOM Compressor 1 - 50hp	0	0	0	0	0	0	0	0	0	196,000
10 Year Arenas Capital Plan	30,000	1,444,000	372,000	2,427,000	2,362,000	1,369,000	630,000	230,000	258,000	346,000

Table: Community Services 10-year capital plan

Community Services 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Additional Funds - 149 North Murray renovations	650,000	0	0	0	0	0	0	0	0	0
Carrying Place industrial park entrance sign	50,000	0	0	0	0	0	0	0	0	0
Carrying Place Industrial Park	0	1,571,000	0	0	0	0	0	0	0	0
New Industrial Park #2	0	206,000	4,031,000	0	0	0	0	0	0	0
New Industrial Park #1	0	206,000	8,276,000	0	0	0	0	0	0	0
10 Year Community Services Capital Plan	700,000	1,983,000	12,307,000	0	0	0	0	0	0	0

Table: Corporate Facilities 10-year capital plan

Corporate Facilities 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Marina - Replace Breakwall	7,000,000	0	0	0	0	0	0	0	0	0
Additional Funds - YMCA - generator	100,000	0	0	0	0	0	0	0	0	0
Youth Centre - roof replacement	20,000	0	0	0	0	0	0	0	0	0
YMCA - roof replacement	450,000	567,000	312,000	273,000	85,000	307,000	0	0	0	0
City Hall - exterior duct work insulation & weatherproofing	55,000	0	0	0	0	0	0	0	0	0
YMCA - steam room tiles, floor & walls	50,000	0	0	0	0	0	0	0	0	0
City Hall - First Floor Meeting Spaces/Accessibility	50,000	0	0	0	0	0	0	0	0	0
30 Pelham - rear entrance canopies	150,000	0	0	0	0	0	0	0	0	0
YMCA - steam room tiles, floor & walls	0	52,000	0	0	0	0	0	0	0	0
Batawa Community Centre - HVAC replacement	0	0	11,000	0	0	0	0	0	0	0
Frankford Municipal office - HVAC replacement	0	0	0	87,000	0	0	0	0	0	0
Cox Building - roof replacement	0	0	0	202,000	0	0	0	0	0	0
Marina - Dock repairs	0	0	0	66,000	0	0	0	0	0	0
Batawa Community Centre - roof replacement	0	0	0	0	580,000	0	0	0	0	0
Comfort Station - HVAC replacement	0	0	0	0	0	46,000	0	0	0	0
Facilities Lifecycle Costs	0	0	0	0	0	2,545,000	2,788,000	2,521,000	3,167,000	3,262,000
Marina - HVAC replacement	0	0	0	0	0	0	125,000	0	0	0
Marina - Dock repairs	0	0	0	0	0	0	72,000	0	0	0
City Hall - HVAC replacement	0	0	0	0	0	0	0	553,000	0	0
10 Year Corporate Facilities Capital Plan	7,875,000	619,000	323,000	628,000	665,000	2,898,000	2,985,000	3,074,000	3,167,000	3,262,000

Table: Corporate Services 10-year capital plan

Corporate Services 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
UPS Backup System Server Room - City Hall	50,000	0	0	0	0	58,000	0	0	0	0
EOC Operation Center A/V Upgrades	50,000	0	0	0	0	0	0	0	0	0
Community Safety Technology	125,000	129,000	133,000	137,000	141,000	145,000	149,000	154,000	158,000	163,000
Fiber	0	155,000	159,000	164,000	169,000	174,000	179,000	184,000	190,000	196,000
Document Scanning	0	103,000	106,000	0	0	0	0	0	0	0
10 Year Corporate Services Capital Plan	225,000	387,000	398,000	301,000	310,000	377,000	328,000	338,000	348,000	359,000

Table: Financial Services 10-year capital plan

Financial Services 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Financial Software Replacement	0	309,000	0	0	0	0	0	0	0	0
10 Year Financial Services Capital Plan	0	309,000	0	0	0	0	0	0	0	0

Table: Fire 10-year capital plan

Fire 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Mini-Pumper Replacement - Unit 632	70,000	0	0	0	0	0	0	0	0	0
SUV Replacement - Unit 101	72,000	0	0	0	0	0	0	0	0	0
Additional - Tanker Replacement - Unit 642	615,000	0	0	0	0	0	0	0	0	0
Pumper Replacement - Unit 132	0	721,000	0	0	0	0	0	0	0	0
Rescue Van Replacement - Unit 251	0	0	186,000	0	0	0	0	0	0	0
Top Up - Pumper Replacement - Unit 231	0	0	743,000	0	0	0	0	0	0	0
Tanker Replacement - Unit 542	0	0	0	874,000	0	0	0	0	0	0
3/4 Ton Replacement - Unit 561	0	0	0	0	90,000	0	0	0	0	0
Rescue Van Replacement - Unit 751	0	0	0	0	197,000	0	0	0	0	0
Tanker Replacement - Unit 641	0	0	0	0	0	811,000	0	0	0	0
Aerial Truck Replacement (Buy Used) - Unit 171	0	0	0	0	0	0	0	1,107,000	0	0
Pumper Replacement - Unit 733	0	0	0	0	0	0	0	0	887,000	0
Rescue Van Replacement - Unit 451	0	0	0	0	0	0	0	0	0	228,000
10 Year Fire Capital Plan	757,000	721,000	929,000	874,000	287,000	811,000	0	1,107,000	887,000	228,000

APPENDICES - LONG-TERM CAPITAL PLAN

Table: Fleet 10-year capital plan

Project Name	City Fleet 10 Year Capital Plan										
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Loader for PW Roads - Replace 1-63 - 2015 Bobcat Loader	155,000	0	0	0	0	0	0	0	0	0	
1/2 Ton for Bylaw - Replace 2-20 - 2014 Ford F-150	60,000	0	0	0	0	0	0	0	0	0	
1/2 Ton for Engineering - Replace 2-25 - 2017 Chevrolet Volt	60,000	0	0	0	0	0	0	0	0	0	
1/2 Ton for PW - Light vehicles - Replace 6-13 - 2009 GMC Sierra 1/2 Ton	60,000	0	0	0	0	0	0	0	0	0	
1/2 Ton for PW - Light vehicles - Replace 6-16 - 2009 GMC Sierra 1/2 Ton	60,000	0	0	0	0	0	0	0	0	0	
1 Ton for Parks - Replace 1-17 - 2011 Ford F350	165,000	0	0	0	0	0	0	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-19 - 2008 Ford F250 4X4 Regular Cab XL	80,000	0	0	0	0	0	0	0	0	0	
Backhoe for PW Roads - Replace 8-38 - 2009 B95B Backhoe	210,000	0	0	0	0	0	0	0	0	0	
Dash Cameras for Snowplow Trucks	50,000	0	0	0	0	0	0	0	0	0	
Dump Truck for PW Roads - Replace 8-06 - 1985 International T#24	225,000	0	0	0	0	0	0	0	0	0	
Lawn Mower for Parks - Replace 1-15 - 2011 Toro Lawnmower	93,000	0	0	0	0	0	0	0	0	0	
New Service truck for Mechanics	309,000	0	0	0	0	0	0	0	0	0	
Single Axle Plow for PW Roads - Replace 8-28 - 2004 Freightliner FL-80	380,000	0	0	0	0	0	0	0	0	0	
SUV/Car for PW - Light vehicles - Replace 6-02 - 2019 Ford F150	60,000	0	0	0	0	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-08 - 2011 International Workstar 7600SBA	450,000	0	0	0	0	0	0	0	0	0	
1/2 Ton for Facilities - Replace 1-25 - 2007 GMC Sierra 1500	0	62,000	0	0	0	0	0	0	0	0	
1/2 Ton for Parks - Replace 1-47 - 2009 Dodge Ram 2500	0	62,000	0	0	0	0	0	0	0	0	
1/2 Ton for PW - Light vehicles - Replace 6-31 - 2011 GMC Sierra	0	62,000	0	0	0	0	0	0	0	0	
3/4 Ton for Parks - Replace 1-42 - 2009 Dodge Ram 2500	0	124,000	0	0	0	0	124,000	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-21 - 2012 Ford 250 SRW	0	82,000	0	0	0	0	0	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-22 - 2012 Ford 250 SRW	0	82,000	0	0	0	0	0	0	0	0	
Replace 8-13 - 2007 Snogo Snowblower	0	273,000	0	0	0	0	0	0	0	0	
Backhoe for PW Roads - Replace 8-43 - 2014 Jcb Backhoe (#1)	0	216,000	0	0	0	0	216,000	0	0	0	
Lawn Mower for Parks - Replace 1-21 - 2011 Toro Lawnmower	0	77,000	0	0	0	0	0	0	0	0	
Loader for PW Roads - Replace 8-21 - 2010 JCB Loader	0	438,000	0	0	0	0	438,000	0	0	0	
New Ball Diamond Groomer	0	44,000	0	0	0	0	0	0	0	0	
Single Axle Plow for PW Roads - Replace 8-12 - 2005 International	0	391,000	0	0	0	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-25 - 2011 International Workstar 7600SBA	0	464,000	0	0	0	0	0	0	0	0	
Trailer for Parks - Replace 1-20 - 2000 Homemade Trailer - Orange	0	26,000	0	0	0	0	0	0	0	0	
1 Ton for PW Roads - Replace 8-10 - 2003 Ford F550	0	0	95,000	0	0	0	0	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-26 - 2015 Ford F250	0	0	85,000	0	0	0	0	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-33 - 2015 Ford F250	0	0	85,000	0	0	0	0	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-39 - 2015 Ford F250	0	0	85,000	0	0	0	0	85,000	0	0	
Dump Truck for Parks - Replace 1-38 - 1990 International Dump #16	0	0	355,000	0	0	0	0	0	0	0	
Graders for PW Roads - Replace 8-07 - 2000 740A Grader-S	0	0	371,000	0	0	0	0	371,000	0	0	
Single Axle Plow for PW Roads - Replace 8-58 - 2003 Freightliner FL-80 T	0	0	403,000	0	0	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-26 - 2011 International Workstar 7600SBA	0	0	477,000	0	0	0	0	0	0	0	
1-48 - 2005 TORO SAND PRO	0	0	0	55,000	0	0	0	0	0	0	
1/2 Ton for Engineering - Replace 6-09 - 2011 GMC Sierra	0	0	0	66,000	0	0	0	0	0	0	
1/2 Ton for Engineering - Replace 6-48 - 2010 GMC Sierra	0	0	0	66,000	0	0	0	0	0	0	
1/2 Ton for Parks - Replace 1-43 - 2009 GMC Sierra 1500	0	0	0	66,000	0	0	0	0	0	0	
1/2 Ton for Parks - Replace 1-44 - 2009 GMC Sierra 1500	0	0	0	66,000	0	0	0	0	0	0	
Backhoe for PW Roads - Replace 8-46 - 2000 Jcb Backhoe-M/F	0	0	0	229,000	0	0	0	0	0	0	
Graders for PW Roads - Replace 8-36 - 1995 Champion Grader	0	0	0	382,000	0	0	0	0	382,000	0	
Ice Resurfacer for Arena - Replace 2-01 - 2006 Olympia Zamboni - Trenton	0	0	0	109,000	0	0	0	0	0	0	
Lawn Mower for Parks - Replace 1-26 - John Deere 1445 72" Mower Deck	0	0	0	55,000	0	0	0	0	0	0	
SUV/Car for Community Services - Replace 2-21 - 2012 Chevrolet Equinox	0	0	0	49,000	0	0	0	0	0	0	
SUV/Car for Marina - Replace 2-19 - 2012 Ford Escape	0	0	0	49,000	0	0	0	0	0	0	
Sweepers for PW Roads - Replace 8-17 - 2007 Elgin Sweeper	0	0	0	369,000	0	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-50 - 2011 International Workstar 7600SBA	0	0	0	492,000	0	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-53 - 2008 Sterling LT9500 Chassis	0	0	0	492,000	0	0	0	0	0	0	
Tractor for Parks - Replace 1-10 - Kubota Lawn Tractor T1600	0	0	0	66,000	0	0	0	0	0	0	
Trailer for Parks - Replace 1-35 - 2007 Trailer 24'	0	0	0	27,000	0	0	0	0	0	0	
Van for Parks - Replace 1-45 - 2009 GMC Savanna Cargo Van	0	0	0	87,000	0	0	0	0	0	0	
1-04 - Turf Topper Top Dresser	0	0	0	0	56,000	0	0	0	0	0	
1-05 - 2005 Berkley Irrigation Pump	0	0	0	0	56,000	0	0	0	0	56,000	
1-91 - 2008 Golf Cart - 6 Passengers	0	0	0	0	56,000	0	0	0	0	0	
1/2 Ton for Parks - Replace 1-11 - 2013 Ford F350 Dump	0	0	0	0	68,000	0	0	0	0	68,000	
3/4 Ton for PW - Light vehicles - Replace New 3/4 Ton truck as per DC Study	0	0	0	0	90,000	0	0	0	0	0	
Backhoe for PW Roads - Replace 8-55 - 2018 Jcb Backhoe Loader	0	0	0	0	236,000	0	0	0	0	236,000	
Lawn Mower for Parks - Replace 1-02 - 2004 Buhlar 13' Rotary Mower	0	0	0	0	56,000	0	0	0	0	0	
Lawn Mower for Parks - Replace 1-03 - 2006 Kubota Mower	0	0	0	0	56,000	0	0	0	0	56,000	
Lawn Mower for Parks - Replace 1-12 - John Deere Mower/Attach. S/171131	0	0	0	0	56,000	0	0	0	0	0	
Sidewalk Machine for PW Roads - Replace 8-20 - 1982 Bombardier-Trenton	0	0	0	0	281,000	0	0	0	0	0	
Single Axle Plow for PW Roads - Replace 8-56 - 2004 Freightliner FL-80	0	0	0	0	428,000	0	0	0	0	0	
Single Axle Plow for PW Roads - Replace 8-74 - 2008 Sterling L8511 Chassis	0	0	0	0	428,000	0	0	0	0	428,000	
SUV/Car for Facilities - Replace 2-12 - 2013 Ford Escape	0	0	0	0	51,000	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-54 - 2008 Sterling LT9500 Chassis	0	0	0	0	506,000	0	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-72 - 2008 Sterling LT9500 Chassis	0	0	0	0	506,000	0	0	0	0	0	
Tractor for Parks - Replace 1-39 - 2008 M67 AGCO Tractor	0	0	0	0	68,000	0	0	0	0	0	
Trailer for Parks - Replace 1-19 - 1981 Bobcat Trailer 8'	0	0	0	0	28,000	0	0	0	0	28,000	
Trailer for Parks - Replace 1-24 - 1994 Tandem Axle Trailer 16'	0	0	0	0	28,000	0	0	0	0	0	
Trailer for PW Roads - Replace 8-23 - 2019 Rc3 Emergency Trailer	0	0	0	0	28,000	0	0	0	0	28,000	
Van for PW - Light vehicles - Replace 6-12 - 2013 Ford Van	0	0	0	0	90,000	0	0	0	0	0	
Graders for PW Roads - Replace 8-48 - 1990 Champion Grader	0	0	0	0	0	406,000	0	0	0	0	
Ice Resurfacer for Arena - Replace 2-02 - 2009 Zamboni - Frankford	0	0	0	0	0	116,000	0	0	0	0	
Sidewalk Machine for PW Roads - Replace 8-11 - 2009 Sidewalk Plow SW4S	0	0	0	0	0	290,000	0	0	0	0	
SUV/Car for Building - Replace 2-14 - 2014 GMC Terrain	0	0	0	0	0	52,000	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-41 - 2014 International 70S Snow Plow	0	0	0	0	0	522,000	0	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-77 - 2011 International Workstar 7600SBA	0	0	0	0	0	522,000	0	0	0	0	
1/2 Ton for Parks - Replace 1-07 - 2015 Chevrolet Silverado	0	0	0	0	0	0	72,000	0	0	0	
1/2 Ton for Parks - Replace 1-57 - 2015 Ford F150 Crew Cab	0	0	0	0	0	0	72,000	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-01 - 2015 Chevrolet Silverado 2500	0	0	0	0	0	0	96,000	0	0	0	
3/4 Ton for PW - Light vehicles - Replace 6-08 - 2015 Chevrolet Silverado 2500	0	0	0	0	0	0	96,000	0	0	0	
8-05 - T-39 3800 Wt Generator	0	0	0	0	0	0	60,000	0	0	0	
8-24 - 2100 Craig Roller-Trenton	0	0	0	0	0	0	60,000	0	0	0	
Chipper for PW Roads - Replace 8-92 - Carlton Chipper	0	0	0	0	0	0	119,000	0	0	0	
Single Axle Plow for PW Roads - Replace 8-42 - 2015 International	0	0	0	0	0	0	454,000	0	0	0	
Single Axle Plow for PW Roads - Replace 8-85 - 2015 International	0	0	0	0	0	0	454,000	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-87 - 2015 Mack Model 700 Tandem	0	0	0	0	0	0	537,000	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-88 - 2015 Mack Model 700 Tandem	0	0	0	0	0	0	537,000	0	0	0	
Tandem Snowplow for PW Roads - Replace 8-89 - 2015 Mack Model 700 Tandem	0	0	0	0	0	0	537,000	0	0	0	
Trailer for Parks - Replace 1-23 - 10' Single Axle Trailer	0	0	0	0	0	0	30,000	0	0	60,000	
Trailer for PW Roads - Replace 8-15 - Onsite Radar Trailer-V1886N	0	0	0	0	0	0	30,000	0	0	0	
Tri Axle Snowplow for PW Roads - Replace 8-90 - 2015 Freightliner Tri-Axle	0	0	0	0	0	0	420,000	0	0	0	
Tri Axle Snowplow for PW Roads - Replace 8-91 - 2015 Freightliner Tri-Axle	0	0	0	0	0	0	420,000	0	0	0	
1-92 - 2011 Golf Cart - 4 Passengers	0	0	0	0	0	0	0	61,000	0	104,000	
Lawn Mower for Parks - Replace 1-21 - 2011 Toro Lawnmower	0	0	0	0	0	0	0	61,000	0	0	
Tandem Snowplow for PW Roads - Replace 8-79 - 2011 International Workstar 7600SBA	0	0	0	0	0	0	0	553,000	0	0	
Tandem Snowplow for PW Roads - Replace 8-81 - 2011 International Workstar 7600SBA	0	0	0	0	0	0	0	553,000	0	0	
1-16 - 2012 SUPER-JECT AERATOR	0	0	0	0	0	0	0	0	63,000	0	
1/2 Ton for Bylaw - Replace 2-24 - 2017 Chevrolet Silverado	0	0	0	0	0	0	0	0	76,000	0	
1/2 Ton for PW - Light vehicles - Replace 6-24 - 2017 Ford F150	0	0	0	0	0	0	0	0	76,000	0	
1 Ton for PW - Light vehicles - Replace 6-18 - 2017 Dodge Ram 3500 Foam Unit	0	0	0	0	0	0	0	0	114,000	0	
3/4 Ton for PW - Light vehicles - Replace 6-06 - 2017 Chevrolet Silverado 2500	0	0	0	0	0	0	0	0	101,000	0	
8-27 - 2012 Jcb Js200 Excavator	0	0	0	0	0	0	0	0	63,000	0	
Lawn Mower for Parks - Replace 1-14 - 2012 John Deere 997 Z Trak - Commercial Mower	0	0	0	0	0	0	0	0	63,000	0	
New Tandem Snowplow as per DC Study	0	0	0	0	0	0	0	0	570,000	0	
SUV/Car for Building - Replace 2-23 - 2017 Ford Escape	0	0	0	0	0	0	0	0	57,000	0	
1-22 - 2018 Ford F250 SRW	0	0	0	0	0	0	0	0	0	104,000	
1-50 - 2013 John Deere Field Groomer (Tricycle)	0	0	0	0	0	0	0	0	0	65,000	
1/2 Ton for Engineering - Replace 6-05 - 2018 Dodge Ram 1500	0	0	0	0	0	0	0	0	0	78,000	
1/2 Ton for Parks - Replace 1-40 - 2018 Chevrolet Silverado	0	0	0	0	0	0	0	0	0	78,000	
1/2 Ton for PW - Light vehicles - Replace 6-23 - 2018 Chevrolet Silverado	0	0	0	0	0	0	0	0	0	78,000	
3/4 Ton for PW - Light vehicles - Replace 6-07 - 2018 Chevrolet Silverado 2500	0	0	0	0	0	0	0	0	0	104,000	
3/4 Ton for PW - Light vehicles - Replace 6-40 - 2018 Ford 250 Super Duty XL	0	0	0	0	0	0	0	0	0	104,000	
Lawn Mower for Parks - Replace 1-52 - John Deere 997 Ztrak 72" Mower	0	0	0	0	0	0	0	0	0	65,000	
Lawn Mower for Parks - Replace 1-53 - John Deere 997 Ztrak 72" Mower	0	0	0	0	0	0	0	0	0	65,000	
Lawn Mower for Parks - Replace 1-54 - 2013 Kubota Lawnmower	0	0	0	0	0	0	0	0	0	65,000	
Sidewalk Machine for PW Roads - Replace New Sidewalk Snowplow as per DC Study	0	0	0	0	0	0	0	0	0	326,000	
SUV/Car for Building - Replace 2-11 - 2018 Ford Escape	0	0	0	0	0	0	0	0	0	59,000	
SUV/Car for Building - Replace 2-13 - 2018 Ford Escape	0	0	0	0	0	0	0	0	0	59,00	

APPENDICES - LONG-TERM CAPITAL PLAN

Table: Public Works 10-year capital plan

Public Works 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Wooler Road Pipe Upsizing: From Davis St W to Store St - Additional Money	700,000	0	0	0	0	0	0	0	0	0
Victoria Avenue Full Reconstruct: From Henry St to King St	827,000	0	0	0	0	0	0	0	0	0
Culvert between Enterprise and Skyview Trailer Park - Study & Design	150,000	824,000	0	0	0	0	0	0	0	0
Various Roads Program - Arterial	6,340,000	0	1,856,000	2,109,000	2,014,000	7,784,000	6,486,000	8,188,000	7,877,000	9,296,000
Sidewalk Replacement Program	400,000	232,000	239,000	246,000	253,000	261,000	269,000	277,000	285,000	285,000
Frankford Canal Bridge Expansion Joints Replacement	620,000	0	0	0	0	0	0	0	0	0
Various Roads Program - Local	1,368,000	497,000	2,368,000	2,189,000	2,648,000	1,768,000	452,000	1,712,000	3,305,000	11,248,000
Surface Treated Program	1,680,000	1,353,000	1,467,000	1,421,000	1,470,000	1,948,000	1,858,000	2,227,000	2,442,000	2,396,000
New Box Culvert on County Road 40 - Replace current undersized Culvert	500,000	0	0	0	0	0	0	0	0	0
Upgrade Traffic Controllers	30,000	31,000	0	33,000	0	35,000	0	37,000	0	0
Operations building renovation - fleet supervisor office	75,000	0	0	0	0	0	0	0	0	0
Byron Street Full Reconstruct: From Princess St to Dixon Dr	0	530,000	0	0	0	0	0	0	0	0
Fairview Crescent Full Reconstruct: From Dundas St W to Wilkins St	0	3,603,000	0	0	0	0	0	0	0	0
Reconstruction of Couch Crescent, includes 34 decorative lights and roadside curbs	0	2,575,000	0	0	0	0	0	0	0	0
County Road 40 Bridge Replacement/Expansion - Additional Money	0	7,571,000	0	0	0	0	0	0	0	0
2nd Dug Hill Road: From Hwy 2 to Creek - Urbanization	0	6,798,000	0	0	0	0	0	0	0	0
Front Lot Main Reconstruction	0	103,000	0	0	0	0	0	0	0	0
177 North Huff Ave Operations Center - coverall building	0	515,000	0	0	0	0	0	0	0	0
Division Street Full Reconstruct: From Front St to Dundas St W	0	0	6,418,000	0	0	0	0	0	0	0
Ferry Street Full Reconstruct: From Ontario St to End of Street	0	0	0	546,000	0	0	0	0	0	0
Front Street Full Reconstruct: From DJ McDonald Bridge to Bond Head St	0	0	0	2,812,000	0	0	0	0	0	0
Improve traffic flow along dixon and dundas corridor	0	0	0	557,000	574,000	286,000	0	0	0	0
Highway 2: From 2nd Dug Hill Rd to County Rd 40 - Change to 4 Lanes	0	0	0	3,278,000	0	0	0	0	0	0
Resurfacing of parking lots	0	0	0	109,000	113,000	145,000	149,000	184,000	190,000	261,000
Front Street Full Reconstruct: From Bond Head St to Frederick St	0	0	0	0	3,978,000	0	0	0	0	0
Veterans Skyway - Repair bridge superstructure and bearings	0	0	0	0	3,492,000	0	0	0	0	0
Market Square Lot Reconstruction (done w road)	0	0	0	0	338,000	0	0	0	0	0
Fraser Park Drive Full Reconstruct: From Quinte St to Albert St	0	0	0	0	0	387,000	0	0	0	0
Joseph Street Full Reconstruct: From Division St to Queen St	0	0	0	0	0	434,000	0	0	0	0
Middle Street Full Reconstruct: From Front St to Murphy St	0	0	0	0	0	380,000	0	0	0	0
Bentinick Street Full Reconstruct: From Front St to Stanley St	0	0	0	0	0	1,138,000	0	0	0	0
Elgin Street Full Reconstruct: From Front St to Murphy St	0	0	0	0	0	0	431,000	0	0	0
Ford Street Full Reconstruct: From Front St to Murphy St	0	0	0	0	0	0	399,000	0	0	0
Dixon Drive Full Reconstruct: From East End of Bridge to Marmora St	0	0	0	0	0	0	936,000	0	0	0
Balsam Street Full Reconstruct: From Elgin St to Middle St	0	0	0	0	0	0	1,574,000	0	0	0
Wooler Road Pipe Upsizing: From Davis St W to Store St - Additional Money	0	0	0	0	0	0	277,000	0	0	0
Huffman Street Pipe Upsizing: From Trent St N to West of Kyle Crt	0	0	0	0	0	0	85,000	0	0	0
Riverside Pkwy Pipe Upsizing: From North of Stonegate to South of Stonegate	0	0	0	0	0	0	1,490,000	0	0	0
Culvert near 212 Frankford Road - Replace structure	0	0	0	0	0	0	1,402,000	0	0	0
Lorne Ave Full Reconstruct: From Dundas St W to Henry St	0	0	0	0	0	0	0	444,000	0	0
Mcgill Street Full Reconstruct: From Maclellan Ave to Film St	0	0	0	0	0	0	0	509,000	0	0
Morgan Street Full Reconstruct: From Queen St to East of Queen S	0	0	0	0	0	0	0	290,000	0	0
Murphy Street Full Reconstruct: From Middle St to Ford St	0	0	0	0	0	0	0	1,399,000	0	0
N Trent Street Pipe Upsizing: From Glenwood Crt to Huffman St	0	0	0	0	0	0	0	648,000	0	0
Front US River Crossing - Upsize to 750	0	0	0	0	0	0	0	195,000	0	0
D. James MacDonald Bridge - Widen from 2 to 4 lanes	0	0	0	0	0	0	0	30,747,000	0	0
South Trent Street Bridge - Perform detailed condition survey	0	0	0	0	0	0	0	43,000	0	0
1062 Old Hwy 2 Culvert - Patch concrete headwall	0	0	0	0	0	0	0	294,000	0	0
Catherine Street Full Reconstruct: From Wilkins St to Dundas St W	0	0	0	0	0	0	0	0	352,000	0
Wilkins Street Full Reconstruct: From Queen St to Victoria Ave	0	0	0	0	0	0	0	0	456,000	0
Hollen Street Full Reconstruct: From Front St to Stanley St	0	0	0	0	0	0	0	0	442,000	0
Hamilton Road Full Reconstruct: From Graham Rd to Staikos Crt	0	0	0	0	0	0	0	0	861,000	0
Bayside Creek Culvert Repairs	0	0	0	0	0	0	0	0	260,000	0
636 Front St - Mayhew Creek Bridge - Replace structure	0	0	0	0	0	0	0	0	1,153,000	0
Trenton Street by for CNR Tracks - Perform concrete pier repairs	0	0	0	0	0	0	0	0	52,000	0
Middle Street Full Reconstruct: From Murphy St to Balsam St	0	0	0	0	0	0	0	0	0	412,000
Guelph Street Full Reconstruct: From Front St to Stanley St	0	0	0	0	0	0	0	0	0	424,000
Ford Street Full Reconstruct: From Murphy St to Division St	0	0	0	0	0	0	0	0	0	548,000
Front Street Full Reconstruct: From Middle St to Ford St	0	0	0	0	0	0	0	0	0	474,000
William Street Full Reconstruct: From Queen St to Pelham St	0	0	0	0	0	0	0	0	0	388,000
Creswell Drive Full Reconstruct: From Quinte St to City Hall	0	0	0	0	0	0	0	0	0	2,793,000
10 Year Public Works	12,690,000	24,632,000	12,348,000	13,300,000	14,880,000	14,566,000	15,808,000	47,194,000	17,675,000	28,525,000

Table: Parks 10-year capital plan

Parks 10 Year Capital Plan										
Project Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Bain park ball field renovations (rocks coming up through field)	100,000	0	0	0	0	0	0	0	0	0
E/W link Bain Park to Centennial Park	0	3,700,000	0	0	0	0	0	0	0	0
New Staikos subdivision park across from Walmart	80,000	0	0	0	0	0	0	0	0	0
Soccer Tournament - 6 Aluminum 15' Bleachers	10,000	0	0	0	0	0	0	0	0	0
Soccer Tournament - Concrete Pads for Benches/Shelters/Bleachers	15,000	0	0	0	0	0	0	0	0	0
Soccer Tournament - Covered Benches for each team and officials	50,000	0	0	0	0	0	0	0	0	0
Frankford Tourist Park - Kantech access control system	12,000	0	0	0	0	0	0	0	0	0
Upgrade and revitalize 401 signs and signature garden landscaping	50,000	0	0	0	0	0	0	0	0	0
Irrigation Wallbridge Historical Park	8,000	0	0	0	0	0	0	0	0	0
Hillside meadows Park new playground	0	82,000	0	0	0	0	0	0	0	0
Young's Cove Open Space	0	52,000	0	0	0	0	0	0	0	0
Scardino Park - Replace Aging Play Structures	0	41,000	0	0	0	0	0	0	0	0
Asphalt pave LTRAC trail by old fire hall	0	26,000	0	0	0	0	0	0	0	0
Bayswater Park	0	0	27,000	0	0	0	0	0	0	0
Finish Lighting on 2nd half of field #2	0	0	345,000	0	0	0	0	0	0	0
Hart's Corners Park - Replace Aging Play Structures	0	0	42,000	0	0	0	0	0	0	0
McNichol Park - Replace Aging Play Structures	0	0	0	44,000	0	0	0	0	0	0
Parks Lifecycle	0	0	0	459,000	473,000	487,000	549,000	566,000	0	600,000
Burtdale Park - Replace Aging Play Structures	0	0	0	0	45,000	0	0	0	0	0
Louis St Park - Replace Aging Play Structures	0	0	0	0	0	46,000	0	0	0	0
Paving & Lighting of trail from Dufferin to Canal - 5.3km	0	0	0	0	0	0	0	0	4,180,000	0
Paving & Lighting of Canal and Shore road connecting waterfront trail to Loyalist Pkwy - 1.1km	0	0	0	0	0	0	0	0	813,000	0
Two Viewing Platforms, signalled crosswalk on Hwy 33, boardwalk and pumphouse area upgrades.	0	0	0	0	0	0	0	0	4,797,000	0
Paving & Lighting of trail from Canal to Youngs Cove - 2.1km	0	0	0	0	0	0	0	0	1,553,000	0
Pedestrian Bridge over Murray Canal	0	0	0	0	0	0	0	0	6,334,000	0
10 Year Parks Capital Plan	325,000	3,901,000	414,000	503,000	518,000	533,000	549,000	566,000	17,677,000	600,000



City of Quinte West
7 Creswell Dr., Trenton
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