

Draft



# **2023 Budget Highlights**

**(Budget Book 1 of 3)**

December 2022





City of  
**Peterborough**

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**To:** **Members of the Finance Committee**

**From:** **Sandra Clancy, Chief Administrative Officer**  
**Richard Freymond, Commissioner of Corporate and Legislative Services**

**Meeting Date:** **January 16, 2023**

**Subject:** **2023 Draft Budget**  
**Report CLSFS23-012**

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## **Purpose**

A report to provide the 2023 Draft Operating and Capital Budget for consideration.

## **Recommendation**

That Council approve the recommendation outlined in Report CLSFS23-012 dated January 16, 2023 of the Commissioner of Corporate and Legislative Services, as follows:

That the recommendations contained in Appendix A of report CLSFS23-012 of the Commissioner of Corporate and Legislative Services be moved for the purpose of discussion during detailed budget reviews by the Finance Committee starting January 16, 2023.

## **Budget and Financial Implications**

Council provided direction at its meeting of July 11, 2022 of an all-inclusive tax increase between 3% and 4%. The 2023 Draft Budget has been prepared with a 4% tax increase.

Gross expenditures have increased 9.6% whereas net tax levy requirements have increased 5.3%.

The 2023 Capital Budget includes \$131.2 million of capital work. The Budget uses all of the available capital levy, tax supported debenture financing and Canada Community-Building Fund, formerly Federal Gas Tax, to finance the work.

Altogether, the proposed all-inclusive tax increase of 4.0% results in an annual increase of \$67.61 for every \$100,000 of residential assessment.

Further details are provided through three budget books.

## **Background**

### **A. The 2023 Budget in Brief**

The 2023 Draft Budget presented, meets Council's 2023 guideline of an all-inclusive increase between 3% and 4%, as directed by Council through report CLSFS22-018 dated July 11, 2022. The term "all-inclusive tax" means the municipal, education and storm and sanitary sewer surcharge amounts payable.

Due to the COVID-19 pandemic, the Provincial Government deferred the MPAC reassessment for 2022 and deemed that the "Destination Assessment" for 2020 will also be used for 2023 Municipal tax purposes. The 2023 assessment would have typically been the third year of phased-in assessment based on re-assessment values as of January 1, 2020.

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments.

### **B. Process, Challenges, Documents and Meeting Schedule**

#### **2023 Budget Process**

Corporate Services staff prepared and distributed budget packages to departments in early April 2022 who, in turn, submitted their initial 2023 proposed budgets in May.

The material was compiled, and a two-tiered review approach was completed. The first review was done with individual Department Commissioners and Financial Services staff. The second was a review by the CAO, the Commissioner of Corporate and Legislative Services, Manager of Financial Services, Budget Analyst, and individual Department Commissioners.

The 2023 budget has been developed taking into consideration impacts of the COVID-19 pandemic on City operations and revenues. It is anticipated that some areas of operations will recover to pre-pandemic levels during 2023, however other areas will take longer to fully recover.

In September, the CAO and all the Commissioners completed a final review of the submissions and Corporate and Legislative Services staff prepared the 2023 Draft Budget.

## Community Consultation

The City consults with the community throughout the budget process – at the beginning when setting the guideline through drop-in style virtual sessions and a budget survey, when the draft budget is released, and before Council considers approving the budget. As shown in Chart 1, there are 2 community engagement opportunities remaining.

**Chart 1**  
**2023 Budget Community Engagement Opportunities**

<b>Date</b>	<b>Engagement opportunity</b>
Monday, January 9, 2023	Public meeting to hear from the community on the draft 2023 Budget
Monday, January 30, 2023	Council considers final approval of the 2023 Budget, opportunity for public delegations

## 2023 Operating Budget

In the operating budget, items may be referred to as ‘below the line’, meaning that those items, although noted in the budget documents are not actually included in the Draft Budget. The items are summarized starting on page 254 of the Highlights Book. Should any Council member wish to include any of the items in the 2023 Budget, a specific motion would be required. Council will then further need to decide which expenditures elsewhere in the budget could be reduced or add the amount to the 2023 Net Tax Levy Requirement. In previous years, these items may have been included by allocating funds from the 2023 General Contingency line, however, at an amount of \$505,250, staff would suggest the Contingency is already at a minimal amount and would caution reducing the amount too much further.

The following commentary provides additional insights into key aspects of the Draft Operating Budget.

## User Fees

An increase in Planning application fee rates has been incorporated into the 2023 Budget. Additional staff requests are included in the Budget to support increasing application volumes and will be involved in the Development Approval Process to address the changes to the Planning Act resulting from Bill 109. The increase in fees will result in a revenue stream to secure the additional staff that are required to execute

a streamlined Development Approval Process. Mandated application processing timelines are a major driver of the Development Approval Process system design, including processing fees and “growth pays for growth” cost recovery targets.

## **Areas of Concern**

### **Peterborough Public Health**

The draft 2023 budget was prepared with a City contribution to Peterborough Public Health (PPH) of \$1,357,100, a 1% increase over the 2022 budgeted amount. However, PPH has requested an amount of \$1,644,880, an increase of 22.41%.

PPH operations will shift away from COVID priorities, which were funded by provincial grants, to its core services in 2023 which resulted in the need for additional funding. Provincial base funding for PPH has been frozen in recent years and PPH has approved an operating budget assuming that provincial funding will continue to have 0% increase, thus requiring additional funding from local partners. The local funding portion for PPH is shared between the City, Peterborough County, Curve Lake First Nation and Hiawatha First Nation.

During its budget deliberations Council will need to determine how to fund this additional request of \$287,780 for PPH as it has not been included in the draft budget.

### **Peterborough Police Services**

The Police Services Board 2023 operating budget request is 4.0%, or \$1,127,453, higher than 2022. The Police capital requests for 2023 total \$1,239,400 and are in addition to the 4% request in the operating budget.

In addition to funding from the City, the increase in operating budget expenditures of \$2,180,174 is funded by revenue increases of \$434,772 and contributions from Police reserves of \$830,000. This heavy reliance on reserves to fund operating increases in 2023 shifts the impact of these increases as well as the full annualization of the hires to 2024 or future years when reserve funds are not available and tax dollars will be required.

### **Insurance**

Increases for insurance premium costs have been substantial in recent years, rising some 76% for the City during the 2021-2022 renewal periods as market conditions responded to catastrophic worldwide natural disasters. Information for the 2023 renewal has been received indicating that the cost for the overall insurance program for the City will increase a further 4%, indicating that the municipal insurance markets are

beginning to stabilize. Although the reduced increase is welcome news, the City's provision for insurance included in the Draft 2023 Operating Budget remains approximately \$287,000 short as the Budget continues to 'catch-up'. Recommendations will be made to once again turn to the Insurance Reserve to fund any budget shortfall.

## Homelessness

A separate Report (Report CSSS22-030 dated December 5, 2022) has been written by the Commissioner of Community Services detailing Homelessness Budget Considerations. The Report contains numerous staff recommendations for consideration by the Finance Committee with varying financial implications for the 2023 Budget depending on the levels of service that Council wish to provide to the Community.

## Budget Risk

With any forward-looking document there are inherent risks associated with projections and assumptions. The 2023 budget is no different. To try and mitigate the risks, staff developed budget assumptions using the best information available at the time and a conservative financial approach. However, there are elements of the budget that contain an elevated level of risk. Some examples of these are as follows:

### General inflationary pressures

Current economic forecasts from the banking and business sectors have tried to see past the COVID impacts, and the influences of current world issues, to project inflationary pressures in what is anticipated to be a more stable year of 2023. However, even with the impact of fuel costs removed from the inflation rate, there still remains a persistent upward inflationary pressure. How and when these pressures will ease in 2023 is still very much an unknown.

### Fuel prices

There continues to be a high degree of risk and uncertainty in predicting fuel prices. Staff have assumed, based on various economic forecasts, that fuel prices will moderate in 2023 with the reduction of COVID pressures and a return to a more stable world economy. In anticipation of this price moderation, the draft 2023 budget was prepared with \$0.9 Million in incremental fuel costs. However, if fuel price instability were to continue into 2023, then based upon pump prices as of the date when this Report was written, there would be an additional \$1.3 Million in fuel costs to the City.

## 2023 Capital Budget

The 2023 Capital Budget includes 134 projects with a total cost of \$131.2 million.

Council has previously approved pre-commitments totalling \$32.4 M that are included in the 2023 Capital Budget. The pre-commitments in the 2023 budget and future budgets are shown on reference lines 1-8 in Chart 2.

Staff are recommending two further pre-commitments as part of the 2023 Draft Budget as shown on lines 10 and 11 of Chart 2. Should Council approve the 2023 \$2.75M portion of the (Capital Budget Reference 3-1.02) Healthy Planet Arena project, staff recommend that the 2024 portion in the amount of \$4M be pre-committed. Staff are also recommending a pre-commitment of \$885,000 for an Additional Excavation Truck (Capital Budget Reference 5-20.07). Altogether, the pre-commitments for 2024 total \$24.5M.

### Chart 2 2023 and Future - Capital Budget Pre-commitments

	Project name	Report Reference / Council Approval Date	Total 2023 Commitment	Total 2024 Commitment	Total 2025 Commitment	Total 2026 Commitment	Total 2027 Commitment	Total 2028 Commitment
1	Eastern Ont. Cell Gap and Capacity Extension 3	CLSFS19-020	\$ 140,900	\$ -	\$ -	\$ -	\$ -	\$ -
2	Canadian Canoe Museum - Capital Build	CLSFS21-021	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
3	Source Separated Organics Program Implementation	IPSES19-010	\$ 1,769,414	\$ -	\$ -	\$ -	\$ -	\$ -
4	Lansdowne West - Spillsbury to Clonsilla project	Motion by Council Dec 14, 2020	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
5	New Arena and Aquatics Complex	CSD21-009	\$ 25,000,000	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -
6	Lansdowne St Rehabilitation - Park to Otonabee River	2022 Budget Recommendation	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
7	Cleantech Commons	IPSENG22-036	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
8	Traill College Amphitheatre	CSACH22-009	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
9	<b>Sub-Total Prior Approved</b>		<b>\$ 32,410,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
10	Healthy Planet Arena - Phase 2 of project	2023 budget proposed recommendation	\$ 2,750,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
11	Additional Hydro Excavation Truck	2023 budget proposed recommendation	\$ -	\$ 885,000	\$ -	\$ -	\$ -	\$ -
12	<b>Sub-total Pre-Commitment Requests</b>		<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
13	<b>Total</b>		<b>\$ 35,210,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
14	<b>Tax Supported</b>		<b>\$ 7,101,700</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
15	<b>Non-Tax Supported</b>		<b>\$ 28,108,614</b>	<b>\$ 24,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

When preparing the Draft 2023 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects with limited amounts of funding available. Projects are deferred to future years and the costs indexed to reflect the inflationary costs of construction.

In 2012, through Report CPFS12-011 and amended in July 2021 through Report CLSFS21-024 - Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget. The combination of recommendations in the report were intended to:

- Accelerate the pace capital construction can occur that otherwise may not be able to occur;
- Allow the City to gain some ground on its backlog of capital projects;
- Allow the City to take advantage of the attractive interest rates presently available in the marketplace; and
- Not completely rely on increased debt but also provide for continuing increases in base capital levy.

Recommendations c) and d) from the Report were central to the plan:

- c) That the annual draft operating budget include a 5% increase in the capital levy provision as a means of providing more capital levy to support the capital budget requirements.
- d) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

A 1% increase annually over 10 years was intended to create a base budget provision for tax-supported debt servicing costs that could, in theory, repurpose 10-year debt issued over and over again as the debt matured, without increasing the tax rate. From years 2013 through 2017, Council supported a 1% increase in the All-inclusive tax rate, 0.5% in 2018 and 0.0% in 2019 to 2021 and 0.5% in 2022. The 2023 budget includes 0.76% which has been fully utilized to finance the 2023 capital pre-commitments.

### **Casino Gaming Reserve**

One source of revenue that has been a key component of the Capital Budget is the Casino Gaming Reserve. Casino operations were significantly impacted as a result of the Provincial restrictions from the COVID-19 pandemic. Throughout 2022 the Casino has returned to more normal operations. The 2023 Draft Capital Budget includes \$3.5 million of Casino Gaming Reserve Revenue to fund a portion of the capital program.

**Dividends from City of Peterborough Holdings Inc. (CoPHI)**

Another key revenue source for Capital is the dividends from COPHI. The budget includes \$5.2 million (2022 - \$5.2 million) in dividend payments in 2023 from CoPHI.

**Legacy Fund Investment Income**

During 2022 Council approved the establishment of a Legacy Fund with the proceeds from the sale of PDI Assets to Hydro One and for the income earned to be used to fund a portion of the capital program. The 2023 Draft Budget includes an estimated \$1.5 million of investment income from the Legacy Fund which is fully utilized in the 2023 capital program.

**Draft Budget Proposes Sewer Surcharge Rate Increase**

For the Draft 2023 Budget staff is recommending that the fifth year of the ten-year implementation of the Wastewater - Sanitary Sewer surcharge rate increase be implemented. The sewer surcharge rate will increase to 104.46% for 2023 (2022 – 102.92%).

**Roads Service Area**

The Commissioner of Infrastructure and Planning Services has prepared a report to be presented to the Finance Committee on January 16, 2023 about the City's Roads Service Area capital program. The existing condition of the City's roads continues to be a source of concern for Council, citizens, and staff. As investments in both the preventative maintenance and recommended enhancements of the road network are deferred, the costs to maintain road conditions and implement changes increase over time. The necessary investments have not been made in the past due to competing budget pressures for other important service areas, and limits on property tax increases. Dedicated funding investments is required for the City's road network.

**Urban Forest**

In a Report from the Commissioner of Infrastructure and Planning Services to be presented to the Finance Committee on January 16, 2023, information will be provided on the state of the City's urban forest canopy cover. Given the canopy cover losses that have occurred as result of impacts of the May 21, 2022 derecho and continued losses associated with Emerald Ash Borer (EAB), new development and private tree removals; in order to achieve the Council approved targets and objectives a significant investment in the City's current tree planting programs will be required. The draft 2023 Capital Budget proposes to continue funding in support of three main programs that protect and enhance the urban forest: the Urban Forest Strategic Plan; the EAB Management Plan; and the Tree Removal By-law. However, due to budget pressures and the setback to the urban forest the proposed level of investment is not sufficient to meet the canopy cover targets. This will result in an increased level of investment in subsequent years to recover, or an accepted decline in the Level of Service provided to the community by the urban forest.

## **Documents**

The 2023 Draft Budget is presented in three books with the layout of the books as follows:

### **Book 1 – 2023 Budget Highlights**

The 2023 Draft Budget Highlights Book provides a summary of the Operating and Capital Budgets and explains the key factors and implications of the proposed budget. The book also contains information on Long Term Debt and Reserves, Property Taxation, including Assessment, Tax Rate and Tax Policy, a detailed section on Staffing, and a Glossary of Common Acronyms used throughout the Budget.

It is recommended that the Budget Highlights (Book #1) be used by the Finance Committee during its review of the 2023 Draft Budget.

### **Book 2 – 2023 Operating Budget**

The 2023 Operating Budget document (Book #2) contains departmental financial summaries plus financial and narrative information by division and/or activity. The text pages set out the purpose and highlights for each activity.

The 2023 preliminary actual numbers shown in the document are unaudited estimates provided by departments earlier in 2022 and may change pending final year-end adjusting entries or updated information.

User Fee Schedules are included for all departments and will be included in a User Fee By-law that will be approved following budget deliberations.

### **Book 3 – 2023 Capital Budget and 2024 – 2032 Subsequent Years Capital Forecast**

The Capital Forecast document provides summaries of Capital projects by department and division and provides one detailed narrative page and financial page to support each project. Due to the legislative requirements of the Public Sector Accounting Board (PSAB), capital projects are split into two types, “Tangible Capital Assets” and “Other”. “Other” projects are typically studies or smaller maintenance type expenditures on City facilities that are below the thresholds identified for the tangible capital assets.

## **2023 Budget Committee and Council Schedule**

The proposed timetable to review the 2023 Draft Budget is set out below:

December 5, 2022	2023 Draft Budget presented to Finance Committee by Staff.
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January 9, 2023	Public Meeting of Finance Committee to receive input on the 2023 Draft Budget.
January 10, 2023	Meeting of Finance Committee to receive delegations from Outside Boards and Agencies on the 2023 Draft Budget.
January 16 to 19, 2023	Finance Committee reviews 2023 Draft Budget, as required.
January 30, 2023	Council considers all of the recommendations ultimately endorsed by the Finance Committee and adopts a 2023 Budget as amended.

## C. Recommendations

The recommendations needed to implement the 2023 Budget are presented in Appendix A.

## Summary

The 2023 Draft Budget documents are provided as a basis for the budget deliberations. It is recommended that the 2023 Highlights Book be the guiding document for the Finance Committee review. Budget Books 2 and 3 (Operating and Capital Books respectively) are reference material for ensuring a complete understanding of the 2023 proposed financial plan.

Submitted by,

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Commissioner of Corporate  
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Attachment:

Appendix A - Operating and Capital Budget Recommendations

## Appendix A

### 2023 Operating and Capital Draft Budget Recommendations

That the following recommendations be moved for the purpose of discussion:

- a) That the 2023 Draft Budget, and all estimated revenues and expenditures, fees, contributions to reserve and reserve funds, and proposed staffing levels referenced in the documents be adopted.
- b) That the user fees and charges as set out in Book 2 be adopted as part of 2023 Budget process.
- c) That any unused CAO Budget at the end of 2023 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 32)
- d) That pending approval of Capital Budget Reference 3-1.02 which includes the Healthy Planet Arena project in the amount of \$2,750,000, the \$4,000,000 requirement in 2024 Capital funding be pre-committed for the Healthy Planet Arena project. (Page 49)
- e) That any unused Peterborough Technology Services Budget, at the end of 2023, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that, if actual 2023 costs exceed the 2023 Budget, funds may be drawn from the IT Reserve. (Page 55)
- f) That any unused Building Inspection Budget at the end of 2023 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2023 Budget, funds may be drawn from the Building Division Reserve. (Page 78)
- g) That any excess Airport development review fees at the end of 2023 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2023 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 79)
- h) That any 2023 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual 2023 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 96)
- i) That any unused portion of the 2023 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall

- year-end position, and that if actual 2023 Winter Control costs exceed the 2023 Budget, funds may be drawn from the Winter Control Reserve. (Page 96)
- j) That any unused Parking Budget, at the end of 2023, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2023 Parking costs exceed the 2023 Budget, funds may be drawn from the Parking Reserve. (Page 115)
  - k) That any unused Traffic Signal Maintenance Budget at the end of 2023, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual 2023 Traffic Signal Maintenance costs exceed the 2023 Budget, funds may be drawn from the Traffic Signal Reserve. (Page 116)
  - l) That \$885,000 requirement in 2024 Capital funding be pre-committed for the Additional Hydro Excavation Truck. (Page 131)
  - m) That any surplus funds at the end of 2023 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 146)
  - n) That any unused Community Development Program net budget at the end of 2023 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year-end position and that, if actual 2023 Community Development Program costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 147)
  - o) That any surplus funds at the end of 2023 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases. (Page 159)
  - p) That any surplus funds at the end of 2023 for the Marina be transferred to the Marina Reserve to be used for future capital improvements. (Page 164)
  - q) That any surplus funds at the end of 2023 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements. (Page 165)
  - r) That any surplus funds at the end of 2023 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements. (Page 165)
  - s) That any unused Homelessness net budget at the end of 2023 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year-end position and that, if actual 2023 Homelessness costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 182)

- t) That any remaining unused Social Services net budget at the end of 2023 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual 2023 Social Services costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 182)
- u) That any surplus in the 2023 Housing Operating Budget at the end of 2023 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2023 Housing costs exceed the 2023 Budget, funds may be drawn from the Housing Reserve. (Page 182)
- v) That any surplus in the 2023 Housing Choice Rent Supplement Program at the end of 2023 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2023 Rent Supplement costs exceed the 2023 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 182)
- w) That any adjustment to the City's 2023 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2023 General Contingency provision. Page 189)
- x) That any unused portion of the 2023 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year-end position and that, if actual 2023 tax write-off costs exceed the 2023 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 189)
- y) That any unused Employee Benefits Budget at the end of 2023 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2023 employee benefits exceed the 2023 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 193)
- z) That any unused Insurance Budget at the end of 2023 be transferred to the Insurance Reserve, subject to the overall year-end position and that. (Page 193)
- aa) That any adjustment to the City's 2023 requirement for the Insurance Budget, be netted against the City's Insurance Reserve (Page 193)
- bb) That any unused 2023 Contingency Budget at the end of 2023 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2023 year-end position. (Page 193)
- cc) That any unused Police Services Legal Fees Budget at the end of 2023 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2023 Police legal fees costs exceed the 2023 Budget, funds may be drawn from the Policing Legal Fees Reserve. (Page 196)

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- dd) That any unused Police Services Budget at the end of 2023 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2023 Police Services costs exceed the 2023 Budget, funds may be drawn from the Police Special Projects Reserve. (Page 196)
  - ee) That any adjustments to the City's portion of the 2023 Peterborough County/City Paramedics Services Budget be netted against the 2023 General Contingency provision. (Page 203)
  - ff) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2023 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2023 PCCP costs exceed the 2023 Budget, funds may be drawn from the PCCP Reserve. (Page 203)
  - gg) That any adjustments to the City's portion of ORCA's 2023 Budget be netted against the City's 2023 General Contingency provision. (Page 204)
  - hh) That the 2023 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 totalling \$341,181, be approved. (Page 212)
  - ii) That the 2023 budget for the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 totalling \$18,360, be approved. (Page 213)
  - jj) That any excess Casino Gaming revenues at the end of 2023, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:
    - a) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that
    - b) amounts beyond the \$1 million will be used for Capital works in the 2024 Capital Budget. (Page 216)
  - kk) That any net surplus funds, after the disposition of the recommendations in this report, from 2023 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 216)
  - ll) That a by-law be passed to establish the 2023 tax ratios for each property class as set out in the 2023 Operating Budget. (Page 229)
  - mm) That the 2023 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 229)



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# 2023 Budget

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Budget Highlights

Part 1: **2023 Budget Overview**



## 2023 Operating Budget (Revenues and Gross Expenditures)

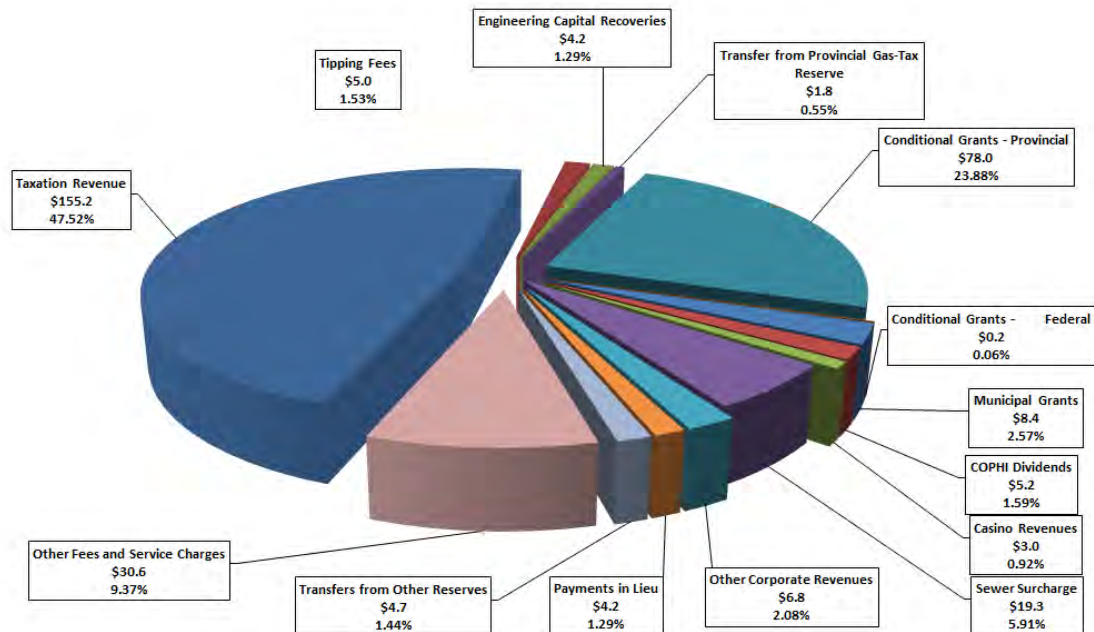
The 2023 Operating Budget provides a listing of the Operating Revenues and Gross Operating Expenditures. The following chart illustrates the Revenues by Type and Gross Operating Expenditures by Department.

**Chart 1 – Revenues by Type and Gross Operating Expenditures by Department**

City of Peterborough 2023 Operating Budget						
	2022 Approved	2022 Preliminary Actual	2023 Requested Budget	% Change	\$ Change	of Total
<b>Operating Revenues</b>						
Taxation Revenue	147,400,030	147,400,030	155,259,437	5.3%	7,859,407	47.5%
Conditional Grants - Provincial	60,856,011	70,359,062	78,000,852	28.2%	17,144,841	23.9%
Conditional Grants - Federal	148,800	188,820	187,000	25.8%	38,400	0.1%
Municipal Grants	8,268,790	8,301,226	8,423,968	1.9%	155,178	2.6%
COPHI Dividends	5,208,000	5,208,000	5,208,000	0.0%	0	1.6%
Sewer Surcharge	18,651,962	18,709,987	19,317,046	3.6%	665,084	5.9%
Other Corporate Revenues	5,677,690	5,967,587	6,765,365	19.2%	1,087,675	2.1%
Tipping Fees	4,507,253	4,500,000	4,994,253	10.8%	487,000	1.5%
Transfer from Provincial Gas-Tax Reserve	1,790,000	1,790,000	1,790,000	0.0%	0	0.5%
Engineering Capital Recoveries	4,482,883	4,484,885	4,151,143	-7.4%	-331,740	1.3%
Payments in Lieu	4,160,200	4,160,200	4,243,400	2.0%	83,200	1.3%
Transfers from Other Reserves	5,680,934	5,698,443	4,699,234	-17.3%	-981,700	1.4%
Casino Revenue	2,400,000	2,400,000	3,000,000	25.0%	600,000	0.9%
Other Fees and Service Charges	26,714,442	25,669,510	30,593,966	6.5%	1,879,524	9.4%
	<b>297,946,795</b>	<b>304,835,749</b>	<b>326,633,664</b>	<b>9.6%</b>	<b>28,686,869</b>	<b>100.0%</b>
<b>Gross Operating Expenditures</b>						
City Council	708,124	697,659	814,981	15.1%	106,857	0.2%
Chief Administrative Officer (including Fire)	20,913,393	20,881,459	21,821,740	4.3%	908,347	6.7%
Corporate and Legislative Services	13,700,801	13,608,759	13,796,621	0.7%	95,820	4.2%
Infrastructure and Planning Services	82,989,954	81,555,813	88,492,808	8.6%	5,502,854	27.1%
Community Services	102,513,776	111,347,057	119,933,669	17.0%	17,419,893	36.7%
Other Financial Services	37,939,324	37,277,895	40,880,304	7.8%	2,940,980	12.5%
Transfers to Organizations	39,181,424	39,367,108	40,893,541	4.4%	1,712,117	12.5%
	<b>297,946,795</b>	<b>304,735,749</b>	<b>326,633,664</b>	<b>9.6%</b>	<b>28,686,869</b>	<b>100.0%</b>
<b>2022 Surplus (Deficit)</b>	<b>0</b>	<b>100,000</b>	<b>0</b>			

## Factors Impacting Operating Revenues

2023 Budget Operating Revenues \$326.6 (Million)



Gross Revenues for 2023 have increased \$28.6 million over the 2022 gross revenues. The key factors are:

Conditional Grants – Provincial – is expected to increase 28.2% largely due to the new Provincial and Federal program, Canada-Wide Learning and Child Care plan (CWELCC), that will provide financial support to childcare agencies to reduce the parental costs for childcare. Additional increases in Provincial funding for Children's Services are a result of changes in the funding formulae for various programs.

Sewer Surcharge – is expected to increase 3.6% based on a 2% increase in the water rate and 1.6% related to the increase in the sewer surcharge rate for 2023.

Casino Revenues - With the lessening of COVID-19 restrictions in 2022, revenues have begun to rebound. A 2023 budget of \$3.0 million anticipates the return to pre-COVID-19 revenues. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to fund various capital projects as approved by Council.

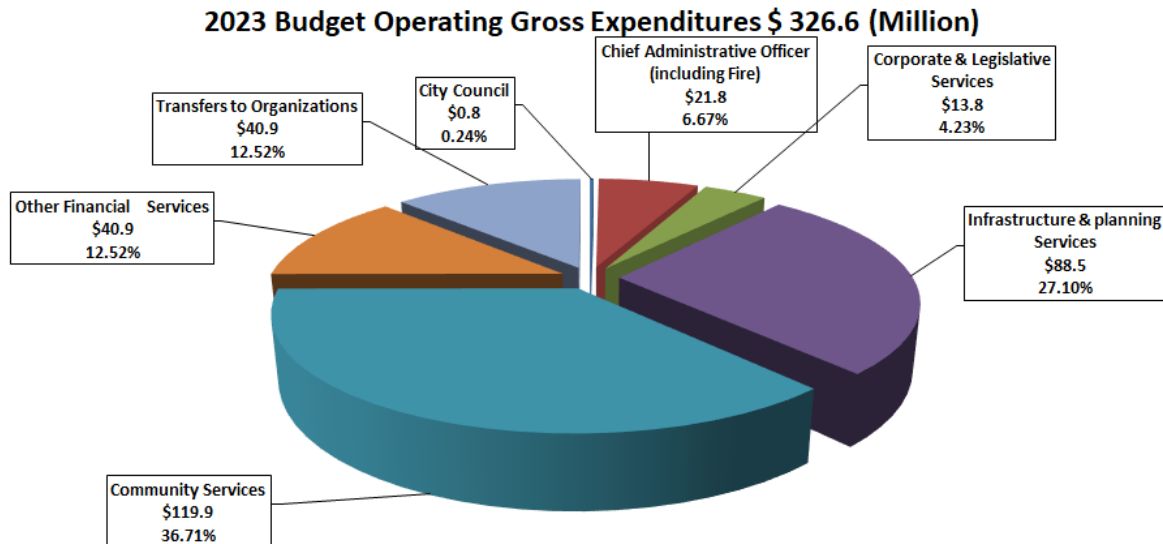
Transfers from reserves - have decreased in the 2023 budget largely due to the transfer from the Election Reserve utilized in 2022 to offset election expenses in 2022 that are not required in 2023.

## Part 1

### 2023 Budget Overview

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Other Fees and Service Charges – overall are projected to increase, in areas such as Planning, Waste Management, Recreation, PSWC and City Clerk’s Office. Staff have reviewed the fees and are recommending that many be increased, which has assisted in keeping the net tax levy at a reasonable amount, even with increased operating budgetary pressures.

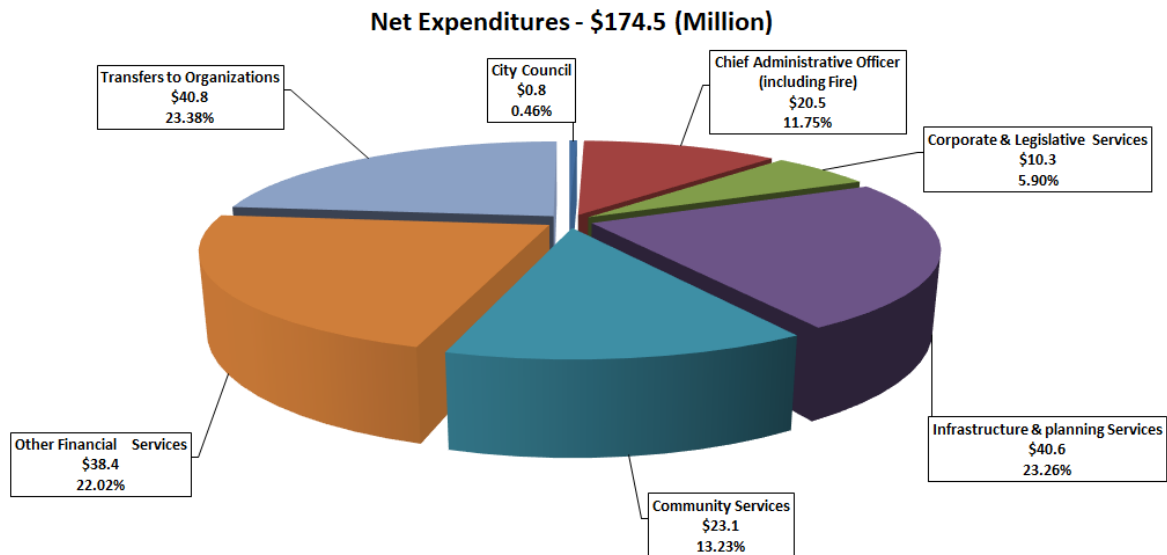


Gross Expenditures for 2023 have increased \$28.6 million over the 2022 gross expenditures. The key factors are:

- Personnel - \$3.4 million
- Child Services CWELCC program \$15.2 million
- Social Services mandatory Benefits Program \$1.2 million
- Tax Supported debt costs – \$1.3 million
- Transfers to Other Organizations - \$1.8 million
- Stormwater Protection fee - \$0.6 million
- Fuel costs - \$1.0 million
- IT data processing costs - \$0.3 million
- Insurance costs - \$0.4 million
- Waste Management Contracted Services (City Portion) – \$1.0 million

## Gross Expenditures versus Net Expenditures

Gross expenditures, less direct revenues of \$152.2 million, such as conditional grants and user fees, result in net expenditure requirements for 2023 of \$174.5 million as shown in the following chart.



## Factors Impacting Net Expenditures

The 2023 net expenditures have increased \$9.6 million or 5.8%. Some of the key factors impacting gross expenditures have offsetting revenues which means they do not impact net expenditures. As an example, the new Child Service CWELCC program is 100% Provincially funded so that the \$15.2 million in new expenditures is offset by revenues resulting in a \$0 Net Expenditure impact. A second example would be that the Museum's gross expenditures have increased \$18,922, but fee revenue and other recoveries have increased by \$8,400 resulting in a net expenditure increase of \$10,622.

The key factors impacting the 2023 Net Expenditures from the 2022 level are:

- Insurance costs - \$0.2 million
- IT data processing costs - \$0.2 million
- Fuel costs - \$1.0 million
- Capital Financing costs – \$1.9 million
- Transfers to Other Organizations - \$1.9 million
- Tax Supported debt costs – \$1.3 million
- Stormwater Protection fee - \$ 0.6 Million

## **COVID-19 Pandemic Impacts**

The 2023 budget has been developed taking into consideration impacts of the COVID-19 pandemic. Most areas of operations have budgeted for a return to normal operations throughout 2023, but some areas have budgeted for a slower return to pre-pandemic levels of use throughout 2023, such as Transit ridership. The 2022 Preliminary Actuals included in the Operating schedules reflect the impacts of the pandemic on City operations as operations return to normal throughout 2022.

## **Net Requirement**

Net tax levy requirement equals \$155.3 million – up by \$7.9 million or 5.3% compared to 2022.

Corporate revenues for 2023, such as Supplementary taxes, Investment interest, Payments in Lieu and City of Peterborough Holdings Inc.'s dividend, total \$19.2 million and are deducted from the \$174.5 million net departmental expenditures to derive the \$155.3 million net tax levy requirements for 2023.

## **Effect of assessment growth on the All-inclusive Tax increase**

Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for both the 2021 and 2022 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2023. The phase-in program would then start in the 2024 taxation year.

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. Taxable assessment for 2023 is estimated to have minimal growth over the 2022 budget level.

## **Residential education rate unchanged**

The education rate for all property classes is regulated by the Province. For the 2023 Budget, it has been assumed that the rate will remain unchanged from the previous year.

## **Sewer surcharge rate increase to 104.46%**

For the 2023 Budget, the fifth year of the ten-year implementation of the Wastewater Protection sewer surcharge rate increase, the sewer surcharge rate will change to 104.46%.

The combination of the sewer surcharge rate and water rate increases result in an increase of \$7.01 (3.6%) per \$100,000 of residential assessment in sewer surcharge annual amount payable over the 2022 level.

**Budget Guideline – 4.00% All-inclusive increase per \$100,000 of residential assessment**

When the real assessment growth, the 5.3% municipal residential tax rate increase, the 0.0% change in the education rate, the 3.6% increase to the sewer surcharge and stormwater protection funding are all considered, for every \$100,000 of residential assessment, there is an increase of the All-inclusive rate of 4.0% or \$67.61, annual increase, \$5.63 monthly, in municipal, education, storm and sewer surcharge payable.

**How 4.00% All-inclusive rate increase relates to the \$7.9 million increase in the Net Tax Levy Requirement**

The 4.00% All-inclusive rate increase is a reference to the increase seen for every \$100,000 of residential assessment for 2023 tax and water bills for municipal services. Staff would suggest that it is the increase on their municipal tax and sewer surcharge component of the water bills that ratepayers want to hear about and understand, as that is what directly affects them.

The \$7.9 million Net Tax Levy Requirement increase is the additional amount that will be raised from taxation over the previous year.

**What does 1% mean?**

Both the All-inclusive Tax increase and the Net Tax Levy Requirement are within the control of Council.

For 2023, a 1.0% change in the All-inclusive Tax Rate (combined Municipal and Education Tax on Assessment plus Storm and Sewer Surcharge) equates to approximately \$1.9 million in tax supported expenditures. That is, to lower the 2023 4.00% increase to 3.00%, \$1.9 million in net tax levy funded expenditures would have to be eliminated.

Part 1  
2023 Budget Overview

Chart 2 summarizes the residential tax and sewer rates and resulting levies.

**Chart 2 - Comparative All Inclusive Tax and Sewer Surcharge Rates and Levies for \$100,000 of residential assessment**

Comparative All Inclusive Tax and Sewer Surcharge Rates and Levies Per \$100,000 of residential Assessment					
Ref C1	Description C2	2022 C3	2023 C4	Change from 2022	
				Amount C5	% C6
1.01	Gross Expenditures	297,946,795	326,633,664	28,686,869	9.6%
1.02	Amount raised from taxation	147,400,030	155,259,437	7,859,407	5.3%
1.03	Effect of tax ratio plan on change in all-inclusive rate				0.0%
1.04	Effect of 2023 Real Assessment Growth on change in all-inclusive rate				0.6%
2.00	<b>Residential Tax Rates</b>				
2.01	Municipal	1.3384440%	1.3990410%	0.0605970%	4.5%
2.02	Education (estimate)	0.1530000%	0.1530000%	0.0000000%	0.0%
2.03	<b>Total</b>	<b>1.4914440%</b>	<b>1.5520410%</b>	<b>0.0605970%</b>	<b>4.1%</b>
3.00	<b>Annual Water Rates</b>	192.86	196.72	3.86	2.0%
4.00	<b>Sewer Surcharge Effective Rate</b>	<b>102.92%</b>	<b>104.46%</b>	<b>1.5%</b>	<b>1.5%</b>
	<b>Levies / Collected</b>				
5.00	Water Revenues	18,784,400	19,160,100	375,700	2.0%
5.01	Sewer Surcharge	18,559,600	19,214,700	655,100	3.5%
6.00	Per \$100,000 dollars of Residential Assessment	100,000	100,000	0	0.0%
7.00	<b>Residential Tax Levy on Assessment</b>				
7.01	Municipal	1,338.44	1,399.04	60.60	4.5%
7.02	Education	153.00	153.00	0.00	0.0%
7.03	<b>Total</b>	<b>1,491.44</b>	<b>1,552.04</b>	<b>60.60</b>	<b>4.1%</b>
7.04	Per month	124.29	129.34	5.05	4.1%
8.00	<b>Sewer Surcharge Payable</b>	198.49	205.50	7.01	3.6%
8.01	Per Month	16.54	17.13	0.58	3.6%
9.00	<b>Total Municipal Tax, Sewer and Stormwater</b>	<b>1,536.93</b>	<b>1,604.54</b>	<b>67.61</b>	<b>4.4%</b>
9.01	Per Month	128.08	133.71	5.63	4.4%
10.00	<b>Combined Mun and Ed Tax Plus Sewer Surcharge &amp; Stormwater</b>	<b>1,689.93</b>	<b>1,757.54</b>	<b>67.61</b>	<b>4.00%</b>
11.01	Per Month	140.83	146.46	5.63	4.00%
<b>Notes</b>					
1 The tax levies shown are per \$ 100,000 of assessment Individual tax levies and percentage changes will vary depending on actual assessed values each year.					
2 A \$1,875,411 change in net tax levy for 2023 equates to a 1% change in the Combined Municipal and Education Tax on Assessment plus Sewer Surcharge. For example, to lower the 2023 proposed 04.00% increase to 03.00%, \$1,875,411 net tax levy funded expenditures would have to be eliminated.					

Part 1  
2023 Budget Overview

### Factors impacting 5.3% increase in the tax levy requirement

Table 1 lists the major areas reflected in the Budget that have impacted the 2023 tax levy requirement.

The Supplementary Notes on pages 12 and 13 provide additional commentary on key impacts.

**Table 1 - Tax Levy Requirement Change Factors**

<b>Table 1</b>				
<b>2023 Budget: Tax Levy Requirement Change Factors</b>				
Ref	Description		Total	2023 Impact on Net Tax Requirement
C1	C2		C3	C4
<b>1.00</b>	<b>2022 Net Tax Levy Requirement</b>		<b>147,400,030</b>	
<i>Legislated or Council Approved Additions/Enhancements or Required to Maintain Levels of Service</i>				
<b>2.00</b>	<b><u>Personnel costs (contract provisions, annualization of 2022 hires)</u></b>			
2.01	Employee groups step & inflation		3,474,958	2.36%
			<b>3,474,958</b>	<b>2.40%</b>
<b>3.00</b>	<b><u>Service Level Enhancements Approved by Council</u></b>			
3.01	Capital Financing - Increase in Capital Financing	Corp Fin	808,786	0.55%
3.02	Capital Financing - New Arena	Corp Fin	487,541	0.33%
3.03	Stormwater Protection Fee	Corp Fin	620,000	0.42%
			<b>1,916,327</b>	<b>1.30%</b>
<b>4.00</b>	<b><u>Inflationary Factors / Other Increased Costs</u></b>			
4.01	Information Technology related costs	CLS All	315,500	0.21%
4.02	Fuel costs	Corp All	985,400	0.67%
4.03	Waste Mgmt contract costs (City share)	IPS ES	967,824	0.66%
4.04	Insurance costs	Corp All	437,239	0.30%
4.05	Transit & Parking materials and contractual services	IPS Transit	387,500	0.26%
			<b>3,093,463</b>	<b>2.10%</b>
<b>5.00</b>	<b><u>Decreased revenues</u></b>			
5.01	Sponsorship revenues ( losses from new lic agreement)	CLS CS	130,800	0.09%
			<b>130,800</b>	<b>0.10%</b>
<b>6.00</b>	<b><u>Increased Revenues or Decreased Expenditures offsetting Budgetary pressures</u></b>			
6.01	Planning fee revenues	IPS Plan	-687,900	-0.47%
6.02	Parking revenues	IPS Parking	-733,360	
6.03	Property Tax costs (CARP, Brownfields & Tax-Write-offs)	CLS Tax	-265,160	-0.18%
6.04	Investment revenues	Corp	-733,500	-0.50%
6.05	Waste mgmt & Envir. Protection revenues (City share)	IPS ES	-911,500	-0.62%
6.06	Recreation revenue	CS Rec	-239,700	-0.16%
			<b>(3,571,120)</b>	<b>-2.42%</b>
<b>7.00</b>	<b><u>Outside Agencies</u></b>			
7.01	All Outside Agencies	OSA	1,860,800	1.26%
			<b>1,860,800</b>	<b>1.26%</b>
<b>8.00</b>	<b>Subtotal Tax Levy Change Requirement Factors</b>		<b>6,905,228</b>	<b>4.68%</b>
<b>9.00</b>	<b>General Inflation &amp; Other Tax Levy Change Requirement Factors</b>		<b>954,179</b>	<b>0.65%</b>
<b>10.00</b>	<b>2023 Net Tax Levy Requirement</b>		<b>155,259,437</b>	<b>5.33%</b>

## **Tax Levy Requirement Change Factors - Supplementary Notes**

### **Personnel costs**

Total personnel costs for 2023 amount to \$89.3 million for 913.9 FTE's (full-time equivalents) and represents 27.35% of the total \$326.6 million gross expenditures.

Personnel costs rose for a number of reasons including the estimated impact of contract settlements, grid step movements, the annualization of 2022 hires and recommended hires in 2023.

### **Capital Financing – Tax Supported Debt Costs**

Line 3.01 & 3.02 –A total of \$1.3 Million has been added to the tax supported debt costs to increase/maintain the City's capital program.

Line 3.03 – \$0.62 million is being transferred to the Wastewater Reserve Fund for Stormwater protection. 2023 is the fifth year of a ten-year implementation for this funding program.

### **Inflationary Factors/Other Increased Costs**

Line 4.01 – IT related costs are increasing - As the City invests in new electronic tools, operating costs increase, but additional staff efficiencies and better service delivery result.

Line 4.02 – Rising fuel costs will have an estimated \$1.0 million impact on the 2023 budget.

Lines 4.03 – Waste management operator and operations contract obligations will account for a \$0.97 million increase to the 2023 budget.

Line 4.04 - Insurance cost inflation pressures are anticipated to continue in 2023 and are adding \$0.44 million to the 2023 budget.

### **Increased Revenues or Decreased Expenditures offsetting budgetary pressures**

Line 6.01 – Implementation of new Planning application fees, along with increasing volumes are anticipated to add \$0.69 million to the 2023 budget. This has been offset by proposed new positions to meet the timing requirements for planning applications.

Line 6.02 – A return to pre-COVID 19 parking volumes and a change in weeknight and weekend parking regulations is expected to increase parking revenues by \$0.73 million in 2023.

Line 6.04 - Increasing interest rates are expected to increase interest revenues in the 2023 by \$0.73 million.

Line 6.05 – Increasing volumes and rates in Environmental Services programs will add \$0.91 million to the 2023 budget.

### **Other factors affecting the 2023 tax levy requirement**

The other impacts shown will be discussed in the 2023 Operating and Capital Budget (by Department) section of the Highlights Book.

### **Year-End Transfers**

Throughout the Operating Budget, there are many ongoing recommendations that Council approved to transfer any unused portion of a certain budget to a specific reserve. The funds in the reserve might be for future capital works or to draw on and bring into operating in a year where operating costs exceed the budget. These transfers are dependent on the City's overall year-end financial position. These are listed in Part 2 of this Highlights Book, in their appropriate section.

### **What a Residential Taxpayer Pays**

The following chart shows what a residential taxpayer would pay for various municipal services for every \$100,000 of residential assessment.

Part 1  
2023 Budget Overview

## What a Residential Taxpayer Pays

<b>What a Residential Tax Payer Pays for Various Municipal Services</b> <b>For the Year 2023</b> <b>Based on \$100,000 of Residential property assessment</b>						
Service, Program, Transfers	Net Requirement Before Indirect Revenues	Allocated Indirect Revenue	Net tax Levy	Residential Municipal Tax Rate	Tax levy	% of Total
<b>City Council</b>						
City Council	814,981	89,733	725,248	0.006535%	6.54	0.47%
	814,981	89,733	725,248	0.006535%	6.54	0.47%
<b>Chief Administrative Officer</b>						
Office of Chief Administrative Officer	582,141	64,096	518,045	0.004668%	4.67	0.33%
Fire Services	18,700,480	2,058,999	16,641,482	0.149956%	149.96	10.72%
Emergency Management	502,129	55,286	446,843	0.004026%	4.03	0.29%
Communications	744,557	81,979	662,578	0.005970%	5.97	0.43%
	20,529,307	2,260,360	18,268,947	0.164621%	164.62	11.77%
<b>Corporate and Legislative Services</b>						
City Clerk	886,255	97,580	788,675	0.007107%	7.11	0.51%
Financial Services	2,321,130	255,566	2,065,564	0.018613%	18.61	1.33%
Facilities Management	1,198,598	131,971	1,066,628	0.009611%	9.61	0.69%
Human Resources	1,234,407	135,913	1,098,494	0.009899%	9.90	0.71%
Corporate Information Services	3,727,714	410,436	3,317,278	0.029892%	29.89	2.14%
Facilities and Planning Initiatives	168,884	18,595	150,289	0.001354%	1.35	0.10%
Legal Services	689,968	75,968	614,000	0.005533%	5.53	0.40%
	10,226,956	1,126,029	9,100,927	0.082008%	82	5.86%
<b>Infrastructure Planning Services</b>						
Office of Infrastructure & Planning Services	178,228	19,624	158,604	0.001429%	1.43	0.10%
Planning	1,334,239	146,905	1,187,334	0.010699%	10.70	0.76%
Peterborough Airport	2,276,593	250,662	2,025,931	0.018256%	18.26	1.30%
Building Inspection and Protective Services	865,025	95,243	769,782	0.006936%	6.94	0.50%
Engineering, Construction and Public Works	12,780,733	1,407,210	11,373,523	0.102487%	102.49	7.33%
Asset Management and Capital Planning	1,617,468	178,090	1,439,378	0.012970%	12.97	0.93%
Transportation	13,928,581	1,533,593	12,394,988	0.111691%	111.69	7.98%
Environmental Services	7,581,711	834,777	6,746,934	0.060797%	60.80	4.35%
	40,562,578	4,466,104	36,096,474	0.325265%	325.26	23.25%
<b>Community Services</b>						
Community Service Administration	2,146,845	236,376	1,910,469	0.017215%	17.22	1.23%
Recreation	1,213,152	133,573	1,079,579	0.009728%	9.73	0.70%
Arts, Culture and Heritage	5,346,927	588,718	4,758,209	0.042876%	42.88	3.06%
Arenas	2,361,883	260,053	2,101,830	0.018940%	18.94	1.35%
Social Services	12,005,407	1,321,844	10,683,563	0.096269%	96.27	6.88%
	23,074,214	2,540,564	20,533,650	0.185028%	185.03	13.23%
<b>Capital Levy, Debt &amp; Financial Summary</b>						
Capital Financing Costs	33,532,514	3,692,066	29,840,449	0.268892%	268.89	19.22%
Property Taxation Costs	3,046,340	335,414	2,710,926	0.024428%	24.43	1.75%
Other Expenditures	1,358,522	149,579	1,208,943	0.010894%	10.89	0.78%
Contingency Provision	505,250	55,630	449,620	0.004052%	4.05	0.29%
	38,442,626	4,232,689	34,209,937	0.308265%	308.27	22.03%
<b>Transfers to Organizations For Provision of Services</b>						
Police Services	29,102,936	3,204,351	25,898,585	0.233372%	233.37	16.68%
Fairhaven	1,600,000	176,167	1,423,834	0.012830%	12.83	0.92%
Peterborough County/City Paramedics Service	6,067,657	668,074	5,399,583	0.048656%	48.66	3.48%
Otonabee Region Conservation Authority	832,960	91,712	741,248	0.006679%	6.68	0.48%
Primary Health Care Services Peterborough	0	0	0	0.000000%	0.00	0.00%
Peterborough Public Health	1,357,100	149,422	1,207,678	0.010882%	10.88	0.78%
Peterborough & Kawartha's Economic Development	1,081,332	119,059	962,273	0.008671%	8.67	0.62%
Peterborough Humane Society	454,825	50,078	404,747	0.003647%	3.65	0.26%
Greater Peterborough Innovation Cluster	144,230	15,880	128,350	0.001157%	1.16	0.08%
Business Improvement Areas	177,500	19,544	157,957	0.001423%	1.42	0.10%
	40,818,540	4,494,287	36,324,254	0.327317%	327.32	23.40%
<b>Total Net Expenditures</b>	<b>174,469,202</b>	<b>19,209,765</b>	<b>155,259,437</b>	<b>1.399041%</b>	<b>1,399.04</b>	<b>100.00%</b>
<b>Notes</b>						
1. 'Net Tax Levy' equals gross expenditures less all sources of direct revenues that may apply. For example, Transportation gross expenditures less transportation revenues equals net transportation tax levy.						
2. Residential Municipal Tax Rate shown is expressed as a percentage that when multiplied by CVA and divided by 100 equals the tax levy shown for each service. As example, the tax rate for Council is 0.006535% and the resulting tax levy for every \$100,000 of residential assessment is 6.54 (0.00006535 X \$100,000 / 100 = 6.54). Some totals and subtotals may not add exactly due to rounding differences.						
3. Tax Levy shows what the taxpayer with the shown CVA pays in 2023 for the services.						

## **2023 Capital Budget: \$131.2 million**

There are 134 capital projects that make up the 2023 Capital Budget cost of \$131.2 million. When future projects are included, the number of projects contained in the 2023 budget is 319.

Capital Projects are identified as either a “Tangible Capital Asset (TCA) Project” or as an “Other Capital Project”. The segregation gives direction to staff on how to appropriately account for the projects in the City’s books and is an indicator of how they will be presented in the City’s audited financial statement.

TCAs are defined as:

“...real or personal property that have a physical substance that:

- Are used in the production or supply of goods and services, rental to others, administrative purposes or for the development and construction of other tangible capital assets.
- Have an estimated life of greater than one year; and
- Are used on a continuing basis.

The Capital Budget includes the following information for each project: project details, justification, effects on future Operating Budgets, and accessibility considerations, if applicable.

Part 1  
2023 Budget Overview

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### Pre-Commitments of 2023 Capital Budget

During 2019, 2020, 2021 and 2022, Council approved pre-commitments of the 2023 capital budget totaling \$32,410,314, as shown in the following table. These approved amounts are included in the 2023 budget.

### Pre-Commitments of 2024 Capital Budget

Included in the 2023 Budget are pre-commitments of the 2024 budget for Phase 2 the Healthy Planet Arena project in the amount of \$4.0 million, and \$885,000 for an Additional Hydro Excavation Truck.

### Pre-Commitments of 2023 and Future Budgets

	Project name	Report Reference / Council Approval Date	Total 2023 Commitment	Total 2024 Commitment	Total 2025 Commitment	Total 2026 Commitment	Total 2027 Commitment	Total 2028 Commitment
1	Eastern Ont. Cell Gap and Capacity Extension 3	CLSFS19-020	\$ 140,900	\$ -	\$ -	\$ -	\$ -	\$ -
2	Canadian Canoe Museum - Capital Build	CLSFS21-021	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
3	Source Separated Organics Program Implementation	IPSES19-010	\$ 1,769,414	\$ -	\$ -	\$ -	\$ -	\$ -
4	Lansdowne West - Spillsbury to Clonsilla project	Motion by Council Dec 14, 2020	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
5	New Arena and Aquatics Complex	CSD21-009	\$ 25,000,000	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -
6	Lansdowne St Rehabilitation - Park to Otonabee River	2022 Budget Recommendation	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
7	Cleantech Commons	IPSENG22-036	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
8	Trail College Amphitheatre	CSACH22-009	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
9	<b>Sub-Total Prior Approved</b>		<b>\$ 32,410,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
10	Healthy Planet Arena - Phase 2 of project	2023 budget proposed recommendation	\$ 2,750,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
11	Additional Hydro Excavation Truck	2023 budget proposed recommendation	\$ -	\$ 885,000	\$ -	\$ -	\$ -	\$ -
12	<b>Sub-total Pre-Commitment Requests</b>		<b>\$ 2,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
13	<b>Total</b>		<b>\$ 35,210,314</b>	<b>\$ 24,500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
14	<b>Tax Supported</b>		<b>\$ 7,101,700</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>
15	<b>Non-Tax Supported</b>		<b>\$ 28,108,614</b>	<b>\$ 24,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### **Capital Needs Outweigh Funds Available**

With Report CPFS12-011 and as updated with Report CLSFS21-024 Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget, including:

- c) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

When preparing the 2023 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects forward and the reduction of the capital financing plan from 1.0% in 2013 through 2017, 0.5% in 2018, 0.0% in 2019, 2020 and 2021, 0.5% in 2022 and a recommendation of 0.76% for the 2023 budget for tax supported debt servicing costs.

Staff made difficult decisions in deferring projects from the 2023 draft budget.

Examples of a few projects where funding has been delayed include:

- Traffic Calming Program
- Brealey Drive Reconstruction
- Chemong Road Widening
- Charlotte Street Reconstruction (Aylmer to Water Street)
- Crawford Trail Extension
- Bravo Taxiway Extension
- Otonabee River Trail

In looking forward to future years, capital pressures will continue to outweigh available funds. In the 2023 Capital Budget, even if staff assumes that the current capital financing policy continues for future years, there is not sufficient financing to fund the requests for 2024-2027. For this reason, Council is cautioned not to assume a project will be completed in the future year as shown in this budget document. Council and staff will continue to work on what their priorities are for the capital program, available financing, and look for creative ways to address capital needs. Asset Management will play an increasing role in prioritizing capital projects.

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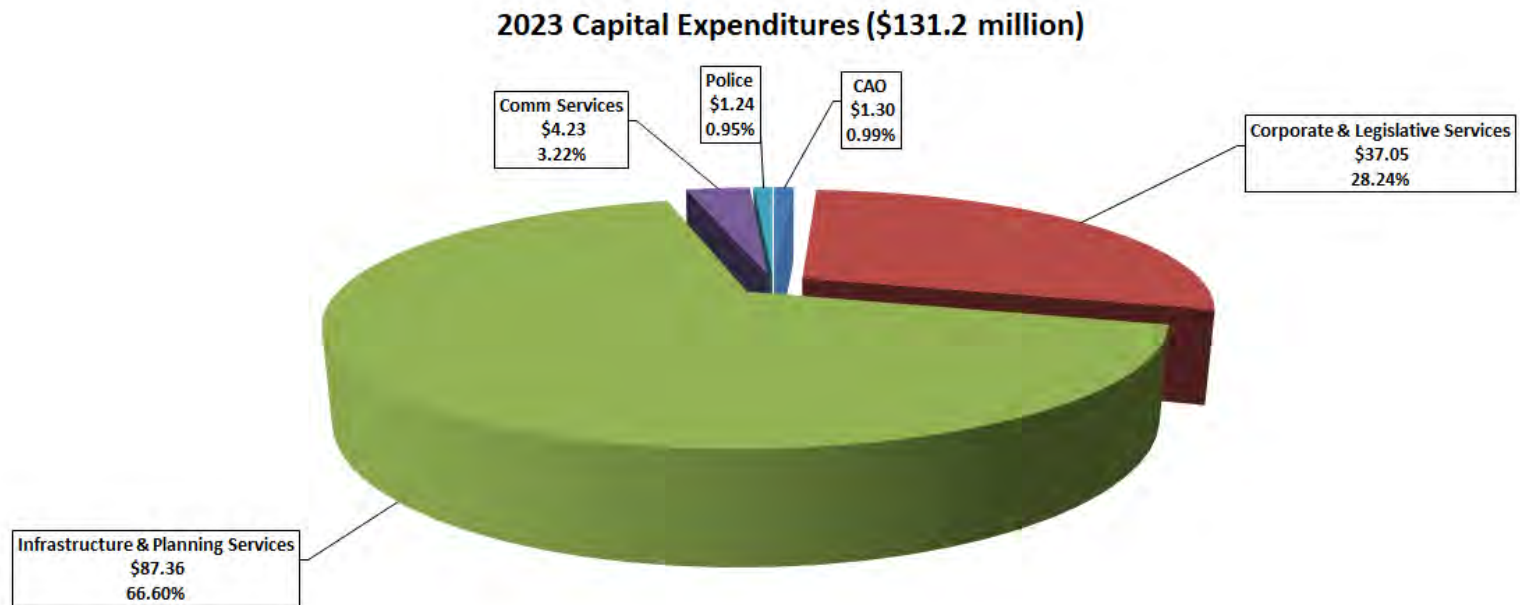
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**2023 Capital Budget Summary: \$131.2 million**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Combined Tangible and Other Capital Program Summary																
CAO		12,259.3	3,924.3	1,299.0		1,299.0			995.0	304.0	659.8	659.8	2,205.6	2,205.6	4,170.6	4,170.6
Corporate and Legislative Services		273,737.7	38,346.3	37,054.5		37,054.5	3,021.1	73.7	28,111.3	5,848.4	38,979.9	37,979.9	10,814.0	10,814.0	148,543.0	147,543.0
Community Services		112,921.2	15,276.4	4,234.4	1,273.0	2,961.4	548.3	344.5	240.0	1,828.6	8,744.5	7,615.8	13,045.2	8,728.4	71,620.8	36,243.0
Infrastructure and Planning Services		1,368,898.4	198,482.0	87,367.4	11,293.9	76,073.5	4,368.0	996.2	35,347.0	35,362.3	116,502.5	94,068.2	118,509.7	90,406.2	848,036.9	805,585.8
Police Services		4,822.3	157.5	1,239.4		1,239.4	1,239.4				995.1	995.1	1,017.6	1,017.6	1,412.7	1,412.7
Total		1,772,638.8	256,186.4	131,194.6	12,566.9	118,627.8	9,176.8	1,414.4	64,693.3	43,343.3	165,881.8	141,318.8	145,592.0	113,171.8	1,073,783.9	994,955.1

The “2023 Capital Financing Supplementary Information” section of this Highlights Book provides more information about Capital Levy, Tax Supported Debt, Reserve and Reserve Funds, and Development Charge revenue.

## 2023 Capital Expenditures and Financing by Source



Part 1  
2023 Budget Overview

## 20 Largest 2023 Capital Projects

The \$92.2 million in these top 20 projects represents 70.41% of the total \$130.9 million Capital Budget.

Ref	Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
					Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
1	New Arena and Aquatics Complex	3-2.01	93,520.0	19,520.0	25,000.0		25,000.0		73.7	24,926.3		24,000.0	23,000.0			25,000.0	24,000.0
2	Source Separated Organics Program Implementation	5-21.01	21,150.0	13,530.6	7,619.4	5,685.9	1,933.5				1,933.5						
3	Transit Garage Replacement	5-16.01	54,692.4	3,950.0	6,090.0	4,465.8	1,624.2			1,220.6	403.6	12,678.8	3,381.4	16,901.3	4,507.6	15,072.3	4,019.8
4	Lansdowne West - Spillsbury to Clonsilla	5-9.01	16,000.0	2,000.0	6,000.0		6,000.0			3,100.0	2,900.0	8,000.0	8,000.0				
5	Pavement Preservation Program	5-10.01	50,550.0	4,450.0	5,150.0		5,150.0			750.0	4,400.0	5,250.0	5,250.0	5,450.0	5,450.0	30,250.0	30,250.0
6	Effluent Disinfection Revitalization and Expansion	5-20.01	32,750.0	5,750.0	5,000.0	5,000.0						5,000.0		10,000.0		7,000.0	
7	Curtis Creek Watershed Improvements	5-6.01	33,300.0	2,080.0	4,870.0	1,548.0	3,322.0				3,322.0	1,600.0	972.7			24,750.0	24,750.0
8	Healthy Planet Arena Roof & HVAC Replacement	3-1.02	35,387.5	6,527.5	3,280.0		3,280.0				3,280.0	5,150.0	5,150.0	2,310.0	2,310.0	18,120.0	18,120.0
9	Property Acquisitions	5-2.01	15,200.0		3,200.0		3,200.0			2,290.0	910.0	1,200.0	1,200.0	1,200.0	1,200.0	9,600.0	9,600.0

Part 1  
2023 Budget Overview

Ref	Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
					Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
10	WWTP Electrical Sub Station Replacement	5-20.02	3,410.0	410.0	3,000.0	3,000.0											
11	Lily Lake Area Development Network Improvements	5-9.02	3,362.5	362.5	3,000.0		3,000.0			3,000.0							
12	New Peterborough Police Station	3-1.05	68,000.0	500.0	3,000.0		3,000.0	1,000.0		2,000.0		3,000.0	3,000.0			61,500.0	61,500.0
13	Lansdowne St Rehabilitation - Park St to Otonabee River	5-9.03	19,000.0	2,050.0	2,800.0		2,800.0				2,800.0	6,650.0	6,650.0			7,500.0	7,500.0
14	Conventional Bus Replacement	5-16.02	13,325.0	3,975.0	2,600.0	1,906.6	693.4				693.4	2,700.0	720.1	4,050.0	1,080.1		
15	Peterborough Landfill Site	5-21.02	26,654.5	20,319.5	2,275.0	1,137.5	1,137.5				1,137.5	2,610.0				1,450.0	725.0
16	2023 Fleet Replacement and Equipment	5-15.01	22,887.3	5,496.6	2,214.0		2,214.0				2,214.0	2,579.6	2,579.6	489.5	489.5	12,107.7	12,107.7
17	Replace Digester #1 and 2	5-20.03	7,500.0	5,500.0	2,000.0	2,000.0											
18	Parkhill Rd Reconstruction - George St to Rubidge St	5-9.04	3,400.0	1,550.0	1,850.0		1,850.0				1,850.0						
19	Sanitary Sewer (Relining, Renew & Repair)	5-6.14	24,578.3	16,328.3	1,750.0		1,750.0				1,750.0	1,750.0	1,750.0	1,750.0	1,750.0	3,000.0	3,000.0
20	Television Road Bridge over South Meade Creek	5-11.01	12,600.0	700.0	1,500.0		1,500.0			1,500.0		2,000.0	2,000.0	8,400.0	8,400.0		
	Total		557,267.4	114,999.9	92,198.4	24,743.8	67,454.6	1,000.0	73.7	38,786.9	27,594.0	84,168.3	63,653.8	50,550.8	25,187.2	215,350.0	195,572.5

## **Climate Emergency**

The City of Peterborough is committed to developing and upholding policies and practices which demonstrate Environmental Stewardship, meaning the responsible use and protection of the natural environment through conservation and sustainable practices.

On September 23, 2019, the City of Peterborough declared a Climate Emergency that included directing staff to report on opportunities to:

- Greatly accelerate timelines for our existing actions to reduce the effects of climate change;
- Add new actions and proposals to reduce greatly our GHG emissions;
- Identify the budgetary implications of proposed actions, including opportunities to engage all other levels of government and private sources, to combat climate change;
- Incorporate a climate change lens into all city actions and policies recognizing the need to achieve a target of 45% GHG emission reduction by 2030 and net zero by 2050;
- Engage and educate the general public regarding this crisis to support the city's efforts to meet these goals.

The goal is to have an integrated portfolio of policies, projects, and programs to reduce greenhouse gas emissions (mitigation) and those focused on coping with the impacts of the changing climate (adaptation).

Under the umbrella of Environmental Stewardship, the City makes noticeable investment in addressing the impacts of Climate Change. Each year, City Council approves projects that focus on Climate Mitigation measures and Climate Adaptation. A list of projects included in the 2023 budget demonstrating the City's commitment to Environmental Stewardship is included in the discussion of each division's budget in Part 2 of this Highlights Book and is summarized beginning on page 23. The highlighted projects address Climate Mitigation and/or Climate Adaptation in some aspect such as use of new technologies to reduce energy consumption or infrastructure improvements to increase resiliency when intense weather events occur.

## **Climate Change Reserve**

As part of the 2020 budget review Council demonstrated a commitment to advancing Climate Adaptation and Mitigation efforts by including an annual allocation of \$426,400 to the Climate Change Reserve. As part of the 2022 budget review Council amended the allocation to include an annual CPI adjustment. For 2023 the allocation will be \$460,065. This funding represents

an annual contribution to a reserve, built into the annual base operating budget. Expenditures are recommended to Council as part of the annual budget review.

Past investments from previous allocations to the Climate Change Reserve include, but are not limited to the following projects/initiatives that are complete or in progress:

- Alternative Fuel Study for Transit
- Electric Vehicle (EV) charging infrastructure at municipal facilities
- EV chargers for public use at Del Crary Park and Simcoe Parking Garage
- Program design study for a residential home efficiency loan program (HEEP)
- City's contribution for application for capital funding to the Federation of Canadian Municipalities to fund the HEEP
- Launch and operation of Green Economy Peterborough Hub to support local businesses in implementing GHG reduction plans
- Supporting construction of new Net-Zero Fire Station No. 2
- GHG Reduction Pathway Study for community facing municipal facilities
- Staffing costs to implement climate change related projects

For 2023, the Climate Change Reserve contribution of \$460,065 is intended to be used to advance corporate and community climate change initiatives. This amount is in addition to \$275,793 that was transferred to the reserve in June 2022 through Report CLSFS22-016 as a result of a surplus in utility costs accrued through 2021. This results in a total available balance for 2023 of \$735,858. In the 2023 Budget the funding has been allocated as follows:

- **Climate Change Action Plan.** These funds are used to leverage external grant opportunities for climate change projects and implementation of the priorities outlined in the Climate Change Action Plan. These projects do not result in the creation of Tangible Capital Assets. Some specific Climate Change projects targeted for 2023 are:
  - Update CCAP to include strategies to achieve the corporate and community net-zero target by 2050
  - Expand the scope of the Alternative Fuel for Transit Study to include the City's remaining fleet assets
  - Continued funding support for the Green Economy Peterborough Hub to support local businesses in implementing GHG reduction plans
  - Expand transit fare incentive programs to increase ridership of key demographics that will support long term mode shift objectives

- **Climate Change Action Plan – Tangible Capital Assets.** These funds support corporate projects that promote energy conservation, water conservation, sustainable infrastructure and implement/pilot green technology (e.g., water refilling stations, solar PV installation, Electric Vehicle (EV) charging infrastructure, smart rain barrel/low-impact development technologies) through the creation of Tangible Capital Assets.
  - Expansion of electric vehicle charging network
  - Purchase of electric snow blowers, lawnmowers and various maintenance equipment to continue the transition of small engine equipment to electric
  - Implement preliminary mechanical and building upgrades recommended in the Community Buildings Retrofit Initiative for selected corporate facilities
- **Arena Ice Resurfacers.** The cost premium of an electric ice resurfacer over conventional equipment is being covered by climate reserve funds.
- **Staffing costs.** Climate Change Coordinator position.

**Table 1: Summary of Climate Change Reserve Funding**

Item	Climate Change Reserve Funding
Climate Change Action Plan	\$300,000
Climate Change Action Plan – Tangible Capital Assets	\$250,000
Arena Ice Resurfacers	\$ 90,000
Climate Change Coordinator Position	\$ 77,260
<b>TOTAL</b>	<b>\$717,260</b>
<b>Climate Change Reserve Balance</b>	<b>\$ 18,598</b>

### **Climate Mitigation and Adaptation Project Summary**

The chart below summarizes all of the projects included in the 2023 budget that address climate adaptation and/or mitigation in some way. These projects have been identified throughout Part 2 of this book within each division.

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2023 Budget Overview

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**2023 TCA and Other Projects**  
Climate Mitigation and Adaptation Project Summary

<u>Ref</u>	<u>Division</u>	<u>Project Title</u>
<b>Climate Mitigation</b>		
2-2.01	Fire Services	Fire Apparatus Replacement/Additions
5-5.03	Airport	Airport LED Lighting
5-7.01	Geomatics/Mapping	Vertical / Horizontal Control Monuments
5-7.04	Geomatics/Mapping	Corporate GIS Development Tool
5-9.06	Arterial Streets	Various Intersection Improvement Program
5-10.03	Collector and Local Streets	LED Decorative Street Lighting Retrofit
5-12.02	Sidewalks	Rotary Trail Crossing - Hunter St East
5-15.01	Public Works	2023 Fleet Replacement and Equipment
5-15.02	Public Works	PW Sidewalk Reconstruction
5-15.03	Public Works	Municipal Snow Storage Facility ECA and Compliance Improvements
5-16.01	Transit	Transit Garage Replacement
5-16.02	Transit	Conventional Bus Replacement
5-16.03	Transit	Transit Terminal Upgrades
5-16.04	Transit	Accessible Transit Stops
5-17.02	Parking	New Parking Enforcement Vehicle
5-18.02	Traffic and Transportation	Smart Signal Implementation
5-18.06	Traffic and Transportation	Traffic Signal Uninterrupted Power Supply Equipment
5-19.01	Transportation Planning	TMP Implementation Projects
5-19.02	Transportation Planning	Transportation Planning Projects
5-20.02	Environmental Services	WWTP Electrical Sub Station Replacement
5-21.01	Waste Management	Source Separated Organics Program Implementation
5-21.02	Waste Management	Peterborough Landfill Site
6-6.03	Arts Culture and Heritage	Downtown Heritage Conservation District Plan
<b>Climate Adaptation</b>		
5-4.01	Industrial Parks	Cleantech Commons
5-6.01	Flood Reduction Master Plan Projects	Curtis Creek Watershed Improvements
5-6.15	Flood Reduction Master Plan Projects	CCTV Inspection of Sewers
5-6.16	Flood Reduction Master Plan Projects	Flow & Rainfall Monitoring

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2023 Budget Overview

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5-8.06	Asset Management and Capital Planning	Creek Floodplain Mapping Program
5-9.04	Arterial Streets	Parkhill Rd Reconstruction - George St to Rubidge St
5-9.07	Arterial Streets	Chemong Road - Parkhill Rd to Sunset Blvd
5-11.01	Bridges	Television Road Bridge over South Meade Creek
5-14.01	Storm Sewers	Storm Sewer Rehabilitation Program
5-14.02	Storm Sewers	City Wide Stormwater Quality Master Plan Implementation
<b>Climate Adaptation and Climate Mitigation</b>		
3-1.05	Facilities Management	New Peterborough Police Station
3-2.01	Facilities and Planning Initiatives	New Arena and Aquatics Complex
5-6.14	Flood Reduction Master Plan Projects	Sanitary Sewer (Relining, Renew & Repair)
5-7.02	Geomatics/Mapping	Smart System Expansion and Artificial Intelligence
5-7.03	Geomatics/Mapping	GIS Strategic Plan Implementation (2022-2026)
5-8.01	Asset Management and Capital Planning	Climate Change Action Plan - TCA
5-8.02	Asset Management and Capital Planning	Urban Forest Management - Strategic Plan Implementation
5-8.03	Asset Management and Capital Planning	Tree Removal By-law Planting Program
5-8.04	Asset Management and Capital Planning	Emerald Ash Borer (EAB) Management Plan
5-8.05	Asset Management and Capital Planning	Climate Change Action Plan
5-9.01	Arterial Streets	Lansdowne West - Spillsbury to Clonsilla
5-9.03	Arterial Streets	Lansdowne St Rehabilitation - Park St to Otonabee River
<b>Climate Adaptation and Climate Mitigation</b>		
5-13.01	Sanitary Sewers	Sanitary Sewer Rehabilitation
6-1.02	Museum	Museum - Reconciliation
6-4.01	Arenas	Ice Resurfacers - All Arenas





## Budget Highlights

### Part 2: **2023 Operating and Capital Budget Review**

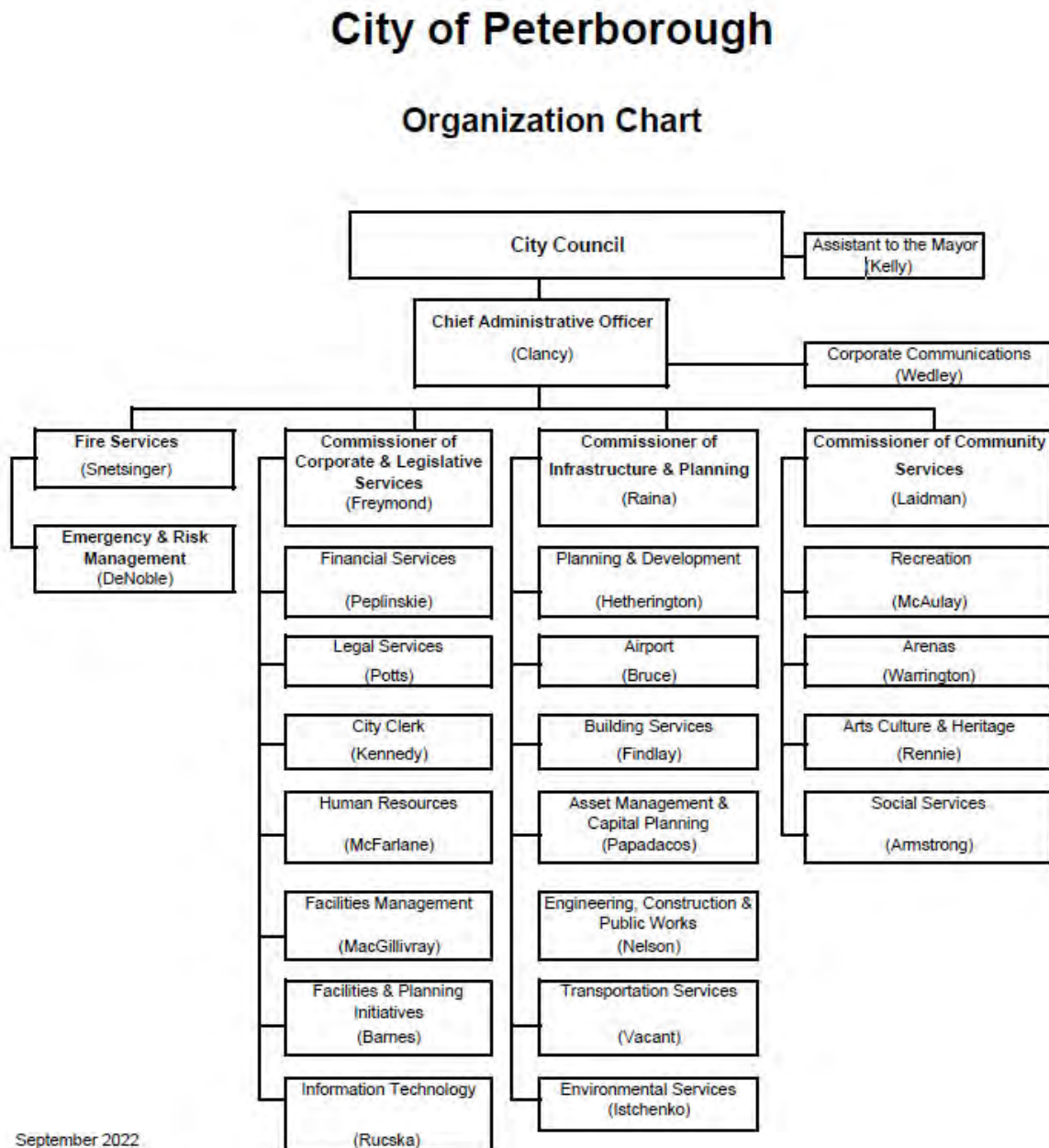
(by Department)



## Organization Chart

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The following organization chart shows each department and the division within each.





## **City Council - Operating Budget**

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The City of Peterborough operates on the Council-Chief Administrative Officer system of municipal government. The Council is comprised of a Mayor and ten Councillors who hold regular General Committee and Council meetings on a four-week cycle.

The budget includes remuneration for the Mayor and Councillors, a staff position for an Assistant to the Mayor, corporate membership fees and training expenses for council members.

Council Remuneration is based on the motions approved with Report CLSFS20-071 dated December 1, 2020. The motions read as follows:

- b) That the current level of Council compensation indexing be maintained annually with increases for the 2022-2026 term of Council the lesser of either the CPI or staff increases; and
- c) That as of December 2022, Councillor Compensation include certain Employee Benefits as outlined in Chart 1 of Report CLSFS20-071 and,
  - i) That the position of Councillor also receive an annual car/transportation allowance in the amount of 50% of the Mayor's car allowance;
  - ii) That the position of Councillor receive matching funds to a registered pension fund up to 9% of their base Council salary.

For the 2023 Budget, remuneration for the Mayor is estimated to be \$88,310 plus \$12,400 in benefits and for each Councillor, \$34,593 plus \$10,143 in benefits.

Part 2  
2023 Operating and Capital (by Department)

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>City Council</b>					
<b>Expenditures</b>					
Mayor's Office and Council	708,124	697,659	814,981	15.1%	106,857
<b>Net Requirements</b>	708,124	697,659	814,981	15.1%	106,857

## Chief Administrative Office Departmental Summary – Operating Budget

The Chief Administrative Officer (CAO) is responsible for the co-ordination, administration, and direction of all affairs of the corporation, including direct oversight of Fire Services, Emergency Management and Communications Services.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Chief Administrative Officer</b>					
<b>Expenditures</b>					
Office of Chief Administrative Officer	568,517	564,616	582,141	2.4%	13,625
Communication Services	952,623	950,539	971,807	2.0%	19,184
Fire Services	18,859,328	18,859,479	19,735,062	4.6%	875,734
Emergency Management	532,925	506,825	532,729	0.0%	-196
	<b>20,913,393</b>	<b>20,881,459</b>	<b>21,821,740</b>	<b>4.3%</b>	<b>908,347</b>
<b>Revenues</b>					
Communication Services	348,960	222,200	227,250	-34.9%	-121,710
Fire Services	1,030,360	1,030,360	1,034,582	0.4%	4,222
Emergency Management	30,600	30,600	30,600	0.0%	0
	<b>1,409,920</b>	<b>1,283,160</b>	<b>1,292,432</b>	<b>-8.3%</b>	<b>-117,488</b>
<b>Net Requirements</b>					
Office of Chief Administrative Officer	568,517	564,616	582,141	2.4%	13,625
Communication Services	603,663	728,339	744,557	23.3%	140,894
Fire Services	17,828,968	17,829,119	18,700,480	4.9%	871,512
Emergency Management	502,325	476,225	502,129	0.0%	-196
	<b>19,503,473</b>	<b>19,598,299</b>	<b>20,529,308</b>	<b>5.3%</b>	<b>1,025,835</b>

Part 2  
2023 Operating and Capital (by Department)

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**Chief Administrative Office Departmental Summary – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Summary																
Communication Services	2-1	277.0	202.0	25.0		25.0				25.0	25.0	25.0	25.0	25.0		
Fire Services	2-2	10,967.8	2,782.8	1,249.0		1,249.0			995.0	254.0	609.8	609.8	2,155.6	2,155.6	4,170.6	4,170.6
Total		11,244.8	2,984.8	1,274.0		1,274.0			995.0	279.0	634.8	634.8	2,180.6	2,180.6	4,170.6	4,170.6

Part 2  
2023 Operating and Capital (by Department)

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**Chief Administrative Office Departmental Summary – Other Capital Budget**  
**Other Capital Budget Summary**  
 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Summary																
Communication Services	2-1	1,014.4	939.4	25.0		25.0				25.0	25.0	25.0	25.0	25.0		
Total		1,014.4	939.4	25.0		25.0				25.0	25.0	25.0	25.0	25.0		

Part 2  
2023 Operating and Capital (by Department)

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**Office of the Chief Administrative Officer**

The Office of Chief Administrative Officer is comprised of the Chief Administrative Officer, an Administrative Assistant, the Communications Services Division, and a Corporate Policy Coordinator.

<b>City of Peterborough</b>					
<b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Office of Chief Administrative Officer Expenditures</b>					
Office of Chief Administrative Officer	568,517	564,616	582,141	2.4%	13,625
<b>Net Requirements</b>	<b>568,517</b>	<b>564,616</b>	<b>582,141</b>	<b>2.4%</b>	<b>13,625</b>

**Recommendation**

**That any unused CAO Budget at the end of 2023 be transferred to the Organizational Development Reserve, subject to the overall year-end position.**

Part 2  
2023 Operating and Capital (by Department)

**Communication Services - Operating Budget**

Communications Services guides, supports, and coordinates communication activities, corporate customer service initiatives, accessibility compliance, and the City's corporate sponsorship program. The corporate sponsorship program works to leverage investments in services and assets to generate alternative sources of revenue for the City, where there is a good fit for the City and its partners. Sponsorship revenue for 2023 will be impacted by the new Peterborough Memorial Centre licence agreement and the soft beverage agreement with Coca-Cola that was extended by a year as compensation for pandemic-related closures, as well as market recovery from the pandemic.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Communication Services</b>					
<b>Expenditures</b>					
Communication Services	436,472	435,949	446,644	2.3%	10,172
Corporate Sponsorship	275,908	275,657	280,692	1.7%	4,784
Accessibility	240,243	238,933	244,472	1.8%	4,228
	<b>952,623</b>	<b>950,539</b>	<b>971,807</b>	<b>2.0%</b>	<b>19,184</b>
<b>Revenues</b>					
Corporate Sponsorship	348,960	222,200	227,250	-34.9%	-121,710
	<b>348,960</b>	<b>222,200</b>	<b>227,250</b>	<b>-34.9%</b>	<b>-121,710</b>
<b>Net Requirements</b>					
Communication Services	436,472	435,949	446,644	2.3%	10,172
Corporate Sponsorship	-73,052	53,457	53,442	-173.2%	126,494
Accessibility	240,243	238,933	244,472	1.8%	4,228
	<b>603,663</b>	<b>728,339</b>	<b>744,557</b>	<b>23.3%</b>	<b>140,894</b>

Part 2  
2023 Operating and Capital (by Department)

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**Communication Services - Capital Budget**

The goal of Community Branding is to establish a theme or idea that the City and community can use consistently that captures our identity, supports consistency in communication, and instills pride in what makes Peterborough a compelling choice as a place to live, work and play. The implementation generally calls for the new brand to be implemented as assets are replaced through their normal replacement schedule. This project includes funds for one-time costs to implement the new brand, such as application of the City logo on signage and vehicles ahead of their normal replacement schedule when the full rebranding will be applied.

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Communication Services																
City Branding	2-1.01	277.0	202.0	25.0		25.0				25.0	25.0	25.0	25.0	25.0		
Total		277.0	202.0	25.0		25.0				25.0	25.0	25.0	25.0	25.0		

### Communication Services – Other Capital Budget

The Accessibility for Ontarians with Disabilities Act (2005) has a goal of an accessible Ontario by the year 2025. The City is obligated to follow the Customer Service Standard and the Integrated Accessibility Standard, which includes a general requirement that accessibility must be considered for all procurement, as well as requirements for Employment, Transportation, Information and Communication, and the Design of Public Spaces. The Accessibility Improvements project applied towards specific department requests or other accessibility projects as the Accessibility Advisory Committee deems necessary to make City-owned facilities more accessible, such as installation of elevators, ramps, power-operated doors, handrails, signage, accessible washrooms, strobe alarms, and contrast stripes on stairs.

### City of Peterborough Other Capital Budget Summary 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Communication Services																
Accessibility Improvements	2-1.02	1,014.4	939.4	25.0		25.0				25.0	25.0	25.0	25.0	25.0		
Total		1,014.4	939.4	25.0		25.0				25.0	25.0	25.0	25.0	25.0		

### **Fire Services - Operating Budget**

Peterborough Fire Services (PFS) provide fire suppression and public fire and life safety services utilizing the three lines of defense as recognized by the Fire Protection and Prevention Act (FPPA): (i) Public Education, (ii) Fire Safety Standards and Enforcement, and (iii) Fire and Emergency Response.

Approximately 85% of the PFS Operating Budget is applied to salaries and benefits. PFS staff includes a Fire Chief, Deputy Fire Chief, Manager of Staffing and Logistics, 1.6 FTE Administrative Assistants and 107 FTEs in Suppression and Support Services. In 2023, PFS will continue to focus on succession planning as several staff members are eligible or scheduled to retire.

PFS provides fire and emergency dispatch/communication services to all eight neighbouring municipalities within Peterborough County, and all seven municipalities within Northumberland County. Any increased dispatch costs are offset by the associated revenues.

PFS continues to operate a Technical Level Hazmat Program. All related training and equipment costs are funded by the Province.

Council approved Report CAOFS21-006 that included a Staffing Review and Peer Comparison report by Dillon Consulting which recommended that there is a need to improve the depth of response for PFS to meet the N.F.P.A. 1710 standard for a fire at a single-family dwelling. Critical life safety job functions require more firefighters at fires in buildings other than standard dwellings. Currently Fire Services recalls off-duty firefighters in these situations. The first step in reaching this depth was to add 8 FTEs and 1 Trainer. Council approved this recommendation, and it was included in the 2022 Approved Budget. The full year impact of this staffing increase, as well as wage increases as approved in the union collective agreement, is reflected in the increased budget for 2023.

The second step of the Council Report CAOFS21-006 recommended that the Fire Chief bring forward staffing requests in future budget cycles using a phased in approach over a number of years. The changing risk in the city, with more residential intensification and dense subdivision growth on the edge of the city, will increase response times. More high-rise buildings will increase the time to perform job functions. The planning for the addition of Fire Station 4 and continued development across the city will necessitate future budget requests for more firefighters to increase the depth of response to provide the established level of service.

Part 2  
2023 Operating and Capital (by Department)

**Fire Services – Operating Budget**

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Fire Services</b>					
<b>Expenditures</b>					
Fire Administration and Suppression	18,209,328	18,209,479	19,085,062	4.8%	875,734
Fire Hydrants	650,000	650,000	650,000	0.0%	0
	<b>18,859,328</b>	<b>18,859,479</b>	<b>19,735,062</b>	<b>4.6%</b>	<b>875,734</b>
<b>Revenues</b>					
Fire Administration and Suppression	1,030,360	1,030,360	1,034,582	0.4%	4,222
	<b>1,030,360</b>	<b>1,030,360</b>	<b>1,034,582</b>	<b>0.4%</b>	<b>4,222</b>
<b>Net Requirements</b>					
Fire Administration and Suppression	17,178,968	17,179,119	18,050,480	5.1%	871,512
Fire Hydrants	650,000	650,000	650,000	0.0%	0
	<b>17,828,968</b>	<b>17,829,119</b>	<b>18,700,480</b>	<b>4.9%</b>	<b>871,512</b>

Part 2  
2023 Operating and Capital (by Department)

**Fire Services – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
CAO Fire Services																
Fire Apparatus Replacement/Additions	2-2.01	7,944.4	1,787.4	995.0		995.0			995.0		85.0	85.0	1,980.0	1,980.0	3,097.0	3,097.0
Fire Fighter Equipment and Personal Protective Equipment (PPE)	2-2.02	3,023.4	995.4	254.0		254.0				254.0	524.8	524.8	175.6	175.6	1,073.6	1,073.6
Total		10,967.8	2,782.8	1,249.0		1,249.0			995.0	254.0	609.8	609.8	2,155.6	2,155.6	4,170.6	4,170.6

**Fire Apparatus Replacement/Additions**

The expenditure in 2023 is for an additional pumper and support unit to be used by staff to respond to emergencies.

ensure firefighters are suitably equipped to remain in-service when their primary set of PPE has been taken out of service for cleaning and/or repairs. Supplying the additional set of required PPE to each firefighter is mandated by the Ministry of Labour.

**Fire Fighter Equipment and Personal Protective Equipment (PPE)**

PPE has an operational life of 5-10 years and includes specially designed pants and coats, gloves, helmets, boots and other protective clothing to fire service standards. This program allows for the replacement of decommissioned PPE to

The 2023 funds are being contributed to a Fire Fighting and Safety Equipment Reserve to provide for sufficient funds to purchase 40 Self Contained Breathing Apparatus that will reach their maximum anticipated life in 2024.

An aspect of the following project addresses Climate Mitigation.

<b>Climate Mitigation</b>
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2-2.01     Fire Services
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Fire Apparatus Replacement/Additions
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### **Emergency and Risk Management – Operating Budget**

The Emergency and Risk Management Division is responsible for plans, procedures, training, and education to ensure the coordination of response and recovery efforts among government, the private sector and non-government organizations during emergencies. This is a legislated requirement under the **Emergency Management and Civil Protection Act**. This includes preparation and planning to safeguard the health, safety and welfare of citizens, the protection of property and the environment and the provision of effective and timely incident response and recovery.

The Division is also responsible for the corporate insurance and risk management program, including property, equipment and vehicle insurance, risk management training and programs, and the management of incident reports and handling of claims brought against the City.

The Division also oversees the Business Continuity and Labour Disruption Contingency Planning.

Insurance broker services were awarded through an RFP in the Fall of 2019 for the five-year period January 1, 2020 to December 31, 2024. The 2023 insurance premiums are estimated to increase by approximately 15% over 2022. The City has experienced significant increases in program premiums over the past few years due to worldwide market conditions and claims loss history.

The Provincial **Emergency Management and Civil Protection Act** states that municipalities must establish emergency management programs that include mitigation, prevention, preparedness, and response and recovery activities to promote disaster resilient communities. The City's Emergency Management approach involves incident management roles and responsibilities, and coordination with internal departments and external agencies. This program was led by the Division after Council declared of a state of emergency in March 2020 due to the COVID-19 pandemic until it was formally terminated in March 2022.

The Emergency Response Plan and training will continue to integrate the Provincial Incident Management System (IMS) principles and framework. Training and plans will be IMS focused.

The Provincial Nuclear Emergency Response Plan designates the City as a host community for Durham Region residents in the event of significant nuclear incident at the Darlington or Pickering Nuclear Generating Stations.

Part 2  
2023 Operating and Capital (by Department)

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Emergency and Risk Management</b>					
<b>Expenditures</b>					
Emergency and Risk Management	532,925	506,825	532,729	0.0%	-196
	<b>532,925</b>	<b>506,825</b>	<b>532,729</b>	<b>0.0%</b>	<b>-196</b>
<b>Revenues</b>					
Emergency and Risk Management	30,600	30,600	30,600	0.0%	0
	<b>30,600</b>	<b>30,600</b>	<b>30,600</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirements</b>					
Emergency and Risk Management	502,325	476,225	502,129	0.0%	-196
	<b>502,325</b>	<b>476,225</b>	<b>502,129</b>	<b>0.0%</b>	<b>-196</b>



## Corporate and Legislative Services Departmental Summary - Operating Budget

This Department facilitates coordinated and effective delivery of services provided by the Clerk's Office, Financial Services, Facilities Management, Facilities and Planning Initiatives, Human Resources, Corporate Information Services and Legal Services.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Corporate and Legislative Services</b>					
<b>Expenditures</b>					
City Clerk	1,794,031	1,807,518	1,254,977	-30.0%	-539,053
Financial Services	2,463,765	2,462,538	2,566,032	4.2%	102,267
Facilities Management	1,956,482	2,004,551	2,126,688	8.7%	170,205
Facilities and Planning Initiatives	219,151	146,033	417,812	90.7%	198,661
Human Resources	1,180,603	1,180,603	1,234,407	4.6%	53,804
Information Technology	3,741,449	3,721,132	3,792,714	1.4%	51,265
Legal Services	2,283,420	2,224,484	2,341,671	2.6%	58,251
	<b>13,638,901</b>	<b>13,546,859</b>	<b>13,734,301</b>	<b>0.7%</b>	<b>95,400</b>
<b>Revenues</b>					
City Clerk	987,904	991,303	368,722	-62.7%	-619,182
Financial Services	244,902	250,900	244,902	0.0%	0
Facilities Management	839,421	917,685	928,090	10.6%	88,669
Facilities and Planning Initiatives	59,700	59,700	248,928	317.0%	189,228
Information Technology	100,092	100,092	65,000	-35.1%	-35,092
Legal Services	1,635,532	1,628,362	1,651,703	1.0%	16,171
	<b>3,867,551</b>	<b>3,948,042</b>	<b>3,507,345</b>	<b>-9.3%</b>	<b>-360,206</b>
<b>Net Requirements</b>					
City Clerk	806,127	816,215	886,255	9.9%	80,128
Financial Services	2,218,863	2,211,638	2,321,130	4.6%	102,267
Facilities Management	1,117,062	1,086,866	1,198,598	7.3%	81,536
Facilities and Planning Initiatives	159,451	86,333	168,884	5.9%	9,433
Human Resources	1,180,603	1,180,603	1,234,407	4.6%	53,804
Information Technology	3,641,357	3,621,040	3,727,714	2.4%	86,357
Legal Services	647,888	596,122	689,968	6.5%	42,080
	<b>9,771,350</b>	<b>9,598,817</b>	<b>10,226,956</b>	<b>4.7%</b>	<b>455,606</b>

## Corporate and Legislative Services Departmental Summary - Capital Budget

### City of Peterborough Tangible Capital Budget Summary 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Summary																
Facilities Management	3-1	121,648.5	11,993.5	9,080.0		9,080.0	1,750.0		3,185.0	4,145.0	9,530.0	9,530.0	3,915.0	3,915.0	87,130.0	87,130.0
Facilities and Planning Initiatives	3-2	133,252.6	22,062.6	25,400.0		25,400.0		73.7	24,926.3	400.0	26,625.0	25,625.0	4,635.0	4,635.0	54,530.0	53,530.0
Information Technology	3-3	8,895.9	850.0	1,230.9		1,230.9	876.5			354.4	1,175.0	1,175.0	1,200.0	1,200.0	4,440.0	4,440.0
Other	3-4	1,743.8	744.8	224.0		224.0				224.0	575.0	575.0	200.0	200.0		
Total		265,540.8	35,650.8	35,934.9		35,934.9	2,626.5	73.7	28,111.3	5,123.4	37,905.0	36,905.0	9,950.0	9,950.0	146,100.0	145,100.0

Part 2  
2023 Operating and Capital (by Department)

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**Corporate and Legislative Services Summary – Other Capital**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Summary																
Facilities Management	3-1	775.0	50.0	125.0		125.0				125.0	100.0	100.0	100.0	100.0	400.0	400.0
Other	3-4	7,421.9	2,645.5	994.5		994.5	394.5			600.0	974.9	974.9	764.0	764.0	2,043.0	2,043.0
Total		8,196.9	2,695.5	1,119.5		1,119.5	394.5			725.0	1,074.9	1,074.9	864.0	864.0	2,443.0	2,443.0

Part 2  
2023 Operating and Capital (by Department)

**Office of the City Clerk**

This Division includes expenditures and revenues to support the City Clerk's Office functions including: agenda preparation and distribution, and meeting minute taking, for all meetings of Council and standing committees of Council and some local boards and advisory committees; municipal elections; marriage licenses and ceremonies; lottery licenses; business licenses; burial permits; freedom of information requests; records management, processing/intake insurance claims and road closure applications. Estimated licence revenues for 2023 are anticipated to increase over 2022 as they return to pre-pandemic levels for licences.

Expenses for the municipal election held in the fall of 2022 were funded from the Election Reserve. In the event it is necessary to convene the Compliance Audit Committee to review a candidate or third-party advertiser's financial statement, funds have been identified to cover administrative costs.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Office of the City Clerk</b>					
<b>Expenditures</b>					
City Clerk - Administration	1,148,775	1,127,075	1,236,227	7.6%	87,452
Election Expenses	645,255	680,443	18,750	-97.1%	-626,505
	<b>1,794,031</b>	<b>1,807,518</b>	<b>1,254,977</b>	<b>-30.0%</b>	<b>-539,053</b>
<b>Revenues</b>					
City Clerk - Administration	342,649	310,860	349,972	2.1%	7,323
Election Expenses	645,255	680,443	18,750	-97.1%	-626,505
	<b>987,904</b>	<b>991,303</b>	<b>368,722</b>	<b>-62.7%</b>	<b>-619,182</b>
<b>Net Requirements</b>					
City Clerk - Administration	806,126	816,215	886,255	9.9%	80,129
	<b>806,127</b>	<b>816,215</b>	<b>886,255</b>	<b>9.9%</b>	<b>80,128</b>

Part 2  
2023 Operating and Capital (by Department)

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## Financial Services

This Division fulfills the statutory duties of the Treasurer; provides financial advice to Council and other Departments; provides accounting, payroll, purchasing and central stores, accounts payable, accounts receivable and collections services for all Departments; administers the property taxation revenue function; coordinates and prepares the Corporation's operating and capital budget and prepares the Financial Statements for submission to the Province. The 2023 increase in budgeted expenditures for Financial Services consists of approved salary and benefit increases, and increased costs for accessibility of budget documents.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Financial Services</b>					
<b>Expenditures</b>					
Financial Services	2,463,765	2,462,538	2,566,032	4.2%	102,267
	<b>2,463,765</b>	<b>2,462,538</b>	<b>2,566,032</b>	<b>4.2%</b>	<b>102,267</b>
<b>Revenues</b>					
Financial Services	244,902	250,900	244,902	0.0%	0
	<b>244,902</b>	<b>250,900</b>	<b>244,902</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirements</b>					
Financial Services	2,218,863	2,211,638	2,321,130	4.6%	102,267
	<b>2,218,863</b>	<b>2,211,638</b>	<b>2,321,130</b>	<b>4.6%</b>	<b>102,267</b>

Part 2  
2023 Operating and Capital (by Department)

## Facilities Management

This Division provides day-to-day maintenance and preventative maintenance of all City facilities, including residential and commercial rental properties, and is responsible for energy management for all City facilities. Facilities Management staff understand the technical aspects of the buildings and can coordinate global tenders for services such as snow clearing, cleaning, and preventive maintenance of common building elements such as elevators and fire suppression equipment. The Division also manages capital renovation and rehabilitation projects for all City facilities.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Facilities Management</b>					
<b>Expenditures</b>					
Millennium Park Boathouse	10,404	10,404	10,612	2.0%	208
City, Police and Community Services Properties	1,534,756	1,583,373	1,674,635	9.1%	139,879
Rental Properties	315,104	314,556	343,298	8.9%	28,194
Queen Alex	96,218	96,218	98,143	2.0%	1,925
	<b>1,956,482</b>	<b>2,004,551</b>	<b>2,126,688</b>	<b>8.7%</b>	<b>170,205</b>
<b>Revenues</b>					
Millennium Park Boathouse	10,404	10,404	10,612	2.0%	208
City, Police and Community Services Properties	125,178	197,058	197,910	58.1%	72,732
Rental Properties	607,621	614,005	621,425	2.3%	13,804
Queen Alex	96,218	96,218	98,143	2.0%	1,925
	<b>839,421</b>	<b>917,685</b>	<b>928,090</b>	<b>10.6%</b>	<b>88,669</b>
<b>Net Requirements</b>					
City, Police and Community Services Properties	1,409,578	1,386,315	1,476,725	4.8%	67,147
Rental Properties	-292,516	-299,449	-278,127	-4.9%	14,389
	<b>1,117,062</b>	<b>1,086,866</b>	<b>1,198,598</b>	<b>7.3%</b>	<b>81,536</b>

Part 2  
2023 Operating and Capital (by Department)

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Corporate and Legislative Services																	
Facilities Management																	
City Buildings - Facilities Management	3-1.01	7,216.6	1,546.6	1,025.0		1,025.0	750.0		275.0		660.0	660.0	1,075.0	1,075.0	2,910.0	2,910.0	
City Buildings - Community Services	3-1.02	35,387.5	6,527.5	3,280.0		3,280.0				3,280.0	5,150.0	5,150.0	2,310.0	2,310.0	18,120.0	18,120.0	
City Buildings - IPS	3-1.03	6,049.4	1,999.4	475.0		475.0				475.0	245.0	245.0	530.0	530.0	2,800.0	2,800.0	
City Buildings - Fire Services	3-1.04	4,995.0	1,420.0	1,300.0		1,300.0			910.0	390.0	475.0	475.0			1,800.0	1,800.0	
New Peterborough Police Station	3-1.05	68,000.0	500.0	3,000.0		3,000.0	1,000.0		2,000.0		3,000.0	3,000.0			61,500.0	61,500.0	
Total		121,648.5	11,993.5	9,080.0		9,080.0	1,750.0		3,185.0	4,145.0	9,530.0	9,530.0	3,915.0	3,915.0	87,130.0	87,130.0	

The Capital Budget for the Facilities Management Division includes capital projects for all City divisions. The 2023 Budget includes \$2,750,000 for Phase 1 of the ice pads and refrigeration room replacement at the Healthy Planet Arena, \$510,000 for roof replacements at Fire Station 3, \$475,000 for the replacement of the two elevators at the King Street Parking Garage, \$750,000 for the Peterborough Police Station NG911 Upgrades and \$400,000 to renovate the Shower and Detox Area at Fire Station 1.

### Healthy Planet Arena

This project will be completed in 2 phases, Phase 1 in 2023 will replace the north ice pad, dasher boards and lighting; Phase 2 in 2024 will replace the south ice pad, dasher boards, lighting and refrigeration equipment. The 2023 Draft Budget includes a request for a pre-commitment of \$4.0 million of the 2024 capital budget for this project.

### **Recommendation**

**That pending approval of Capital Budget Reference 3-1.02 which includes the Healthy Planet Arena project in the amount of \$2,750,000, the \$4,000,000 requirement in 2024 Capital funding be pre-committed for the Healthy Planet Arena project.**



### **New Police Station**

Council approved Report CLSFM21-007 for the Peterborough Police Service Location Assessment Study. A location study is underway and will be reported to Council in the second quarter of 2023. Under the proposed schedule and pending budget approval, this project would be “shovel ready” by the fall of 2024 with the facility opening in summer/fall 2027.

Part 2  
2023 Operating and Capital (by Department)

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**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Facilities Management																
Annual Roof Inspections	3-1.06	525.0		75.0		75.0				75.0	50.0	50.0	50.0	50.0	350.0	350.0
Facility Room Name & Numbers Signs	3-1.07	250.0	50.0	50.0		50.0				50.0	50.0	50.0	50.0	50.0	50.0	50.0
Total		775.0	50.0	125.0		125.0				125.0	100.0	100.0	100.0	100.0	400.0	400.0

An aspect of the following project addresses Climate Adaptation and Mitigation.

**Climate Adaptation and Mitigation**

3-1.05      Facilities Management      New Peterborough Police Station

Part 2  
2023 Operating and Capital (by Department)

### Facilities and Planning Initiatives

The Division provides project development and implementation to various divisions within the City to support larger capital/planning projects as required.

In 2023, this Division will continue to lead the design and construction of the New Arena and Aquatics Complex and the construction of Fire Station #2. The Division will also continue project management for the design and construction of one new splashpad as part of the ten-year strategic for plan for Outdoor Water Play Facilities and continue to provide project management oversight to projects such as the Capital Housing Redevelopment Initiative and various Recreation Division Initiatives. Two additional full-time positions were approved for this division in 2022 to be funded from the capital projects. The need for these positions to carryout this significant work was identified through reports CSSS22-002 and CSRS22-004 and approved through reports CSRS22-006 and CLSFPI22-002.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Facilities and Planning Initiatives</b>					
<b>Expenditures</b>					
Facilities and Planning Initiatives	219,151	146,033	417,812	90.7%	198,661
	<b>219,151</b>	<b>146,033</b>	<b>417,812</b>	<b>90.7%</b>	<b>198,661</b>
<b>Revenues</b>					
Facilities and Planning Initiatives	59,700	59,700	248,928	317.0%	189,228
	<b>59,700</b>	<b>59,700</b>	<b>248,928</b>	<b>317.0%</b>	<b>189,228</b>
<b>Net Requirements</b>					
Facilities and Planning Initiatives	159,451	86,333	168,884	5.9%	9,433
	<b>159,451</b>	<b>86,333</b>	<b>168,884</b>	<b>5.9%</b>	<b>9,433</b>

Part 2  
2023 Operating and Capital (by Department)

**Facilities and Planning Initiatives - Capital**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Facilities and Planning Initiatives																
New Arena and Aquatics Complex	3-2.01	93,520.0	19,520.0	25,000.0		25,000.0		73.7	24,926.3		24,000.0	23,000.0			25,000.0	24,000.0
Wading Pool Conversions/New Splash Pads	3-2.02	4,060.0	1,270.0	400.0		400.0				400.0	375.0	375.0	385.0	385.0	1,630.0	1,630.0
Improvements to Morrow Park	3-2.03	3,340.0	340.0								1,500.0	1,500.0	1,500.0	1,500.0		
Park Washroom Replacement Buildings	3-2.04	1,682.6	932.6								750.0	750.0				
Fire station 4	3-2.05	15,500.0											2,000.0	2,000.0	13,500.0	13,500.0
Construction of a New Washroom Building at Trent Ball Diamond	3-2.06	650.0											650.0	650.0		
Development of New Ball Diamonds and Field House	3-2.07	14,500.0											100.0	100.0	14,400.0	14,400.0
Total		133,252.6	22,062.6	25,400.0		25,400.0		73.7	24,926.3	400.0	26,625.0	25,625.0	4,635.0	4,635.0	54,530.0	53,530.0

### **New Arena and Aquatics Complex**

Council approved Report CSD21-009 selecting Morrow Park for the location of the Arena and Aquatics Complex and the conceptual design for Phases 1 and 2. The Report approved by Council pre-committed \$25 million of the 2023 Capital Budget and a further \$24 million in 2024 for this project. The Report approved detailed design and construction of Phase 1 Arena with conceptual design of Phase 2 Aquatics Complex. Construction began in the fall of 2022.

### **Wading Pool Conversions/New Splash Pads**

Council have supported the Outdoor Water Play Facilities Capital Strategy through annual budget approvals since 2016 to provide safe water play facilities in parks. Three new splashpads have been installed under the Outdoor Water Play Facilities Capital Strategy with seven more locations identified for future years. Funding for this project is from the Tollington Trust.

### **Park Washroom Replacement Buildings**

Three park washroom buildings were identified for replacement. Council approved budget to replace King Edward Park washroom building in 2016 and Nicholl's Oval Park washroom building in 2018. Budget request will be made in 2024 to replace the washroom at Jackson Park.

### **Improvements to Morrow Park**

The Improvements to Morrow Park project will address a future years plan for improvement of the centre portion of Morrow Park following Council approval of Report CSD21-009 selecting Morrow Park for the location of the Arena and Aquatics Complex. Next steps in the project will assess the space needs and program elements of the Agricultural Society, the potential reorientation of the existing ball diamond and the continuation of the linear park multi-use trail.

An aspect of the following project addresses Climate Adaptation and Mitigation.

<b>Climate Adaptation and Climate Mitigation</b>		
3-2.01	Facilities and Planning Initiatives	New Arena and Aquatics Complex

Part 2  
2023 Operating and Capital (by Department)

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## Human Resources

This Division provides various human resources programs and services to all City divisions, including Recruitment and Selection services, Group Health Benefits & OMERS administration, Health & Safety advisory services, Disability Management, Labour Relations, Service Recognition programs and professional training & development. The 2023 requested level of funding maintains the 2022 level of service for corporate human resources expenses. A portion of Human Resources expenses is charged out to other departments whose operating costs can be partially recovered from other funding sources.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Human Resources</b>					
<b>Expenditures</b>					
Human Resources	1,180,603	1,180,603	1,234,407	4.6%	53,804
	<b>1,180,603</b>	<b>1,180,603</b>	<b>1,234,407</b>	<b>4.6%</b>	<b>53,804</b>
<b>Revenues</b>					
	0		0	0.0%	0
<b>Net Requirements</b>					
Human Resources	1,180,603	1,180,603	1,234,407	4.6%	53,804
	<b>1,180,603</b>	<b>1,180,603</b>	<b>1,234,407</b>	<b>4.6%</b>	<b>53,804</b>

Part 2  
2023 Operating and Capital (by Department)

### Information Technology - Operating

This Division is responsible for the delivery of Information Technology (IT) services to all City divisions. This includes desktop office automation resources, access to corporate applications on various technical platforms across both local and wide area networks, and links to various external resources. IT services are delivered by one City staff and Peterborough Technology Services (PTS) staff.

The contractual expense of this division represents the City's share of Peterborough Technology Services (PTS) operating expenditures, which includes corporate applications, servers, and technical staff that are shared by the City and Peterborough Utilities Services.

Budgeted gross expenditures are \$5.9 million with approximately \$5.6 million of this amount being the City's

portion of Peterborough Technology Services costs. Approximately \$2.2 million of total costs incurred are charged out directly to City divisions where there is a need to allocate specific charges due to the sharing of costs either with the Province or the County or the activity receives a fee for the service. The net \$3.7 million remaining in the budget of Corporate and Legislative Services represents the non-allocated charges.

### Recommendation

**That any unused Peterborough Technology Services Budget, at the end of 2023, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that if actual 2023 costs exceed the 2023 budget, funds may be drawn from the IT reserve.**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Information Technology</b>					
<b>Expenditures</b>					
Information Technology	3,741,449	3,721,132	3,792,714	1.4%	51,265
	<b>3,741,449</b>	<b>3,721,132</b>	<b>3,792,714</b>	<b>1.4%</b>	<b>51,265</b>
<b>Revenues</b>					
Information Technology	100,092	100,092	65,000	-35.1%	-35,092
	<b>100,092</b>	<b>100,092</b>	<b>65,000</b>	<b>-35.1%</b>	<b>-35,092</b>
<b>Net Requirements</b>					
Information Technology	3,641,357	3,621,040	3,727,714	2.4%	86,357
	<b>3,641,357</b>	<b>3,621,040</b>	<b>3,727,714</b>	<b>2.4%</b>	<b>86,357</b>

Part 2  
2023 Operating and Capital (by Department)

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**Information Technology - Capital**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services																
Information Technology																
City Departmental Projects	3-3.01	3,866.0		591.0		591.0	486.6			104.4	800.0	800.0	825.0	825.0	1,650.0	1,650.0
Next Generation 9-1-1	3-3.02	1,100.0	850.0	250.0		250.0				250.0						
City Technology and Capital Improvements	3-3.03	2,470.0		220.0		220.0	220.0				250.0	250.0	250.0	250.0	1,750.0	1,750.0
Peterborough Technology Services - City Capital	3-3.04	1,459.9		169.9		169.9	169.9				125.0	125.0	125.0	125.0	1,040.0	1,040.0
Total		8,895.9	850.0	1,230.9		1,230.9	876.5			354.4	1,175.0	1,175.0	1,200.0	1,200.0	4,440.0	4,440.0

### **Next Generation 9-1-1**

The Canadian Radio-Television and Telecommunications Commission (CRTC) passed Telecom Regulatory Policy CRTC 2017-182 in 2017 that will change the delivery of 9-1-1 services introducing NG9-1-1 (Next Generation 9-1-1). NG9-1-1 will allow real time text and multimedia such as images and video as well as communication from new devices such as telematics (e.g., OnStar), watches and wearables with enhanced location data. The City's current target date for implementation is no later than December 31, 2023.

Progress to date for this project includes the completion of a NG911 needs assessment completed by an external Consultant. Staff and the Consultant prepared an RFP released in Q4 of 2022.

### **City Departmental Projects**

This project includes various technology initiatives for which business units have requested IT assistance.

These requests are either for implementation of new software that will improve efficiencies or for major upgrades to existing business systems.

### **City Technology Projects and Capital Improvements**

This project involves replacing core IT equipment such as hardware, software, server replacements, Notebook computers, as well as Network redundancy. These items are either coming to their end-of-life or are required for additional capacity.

### **Peterborough Technology Services – City Capital Expenditures**

This capital project includes hardware, software, labour, and miscellaneous IT costs that are shared between the City and the Peterborough Utilities through Peterborough Technology Services. The budgeted amounts are the City's portion.

Part 2  
2023 Operating and Capital (by Department)

## Legal Services

This Division includes the Office of the City Solicitor (OCS), Provincial Offences Act (POA) Office and Realty Services divisions.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Legal Services</b>					
<b>Expenditures</b>					
Office of the Solicitor	691,501	643,922	720,092	4.1%	28,591
Realty Services	144,383	144,383	145,085	0.5%	701
Provincial Offences Act Office	1,447,536	1,436,179	1,476,494	2.0%	28,958
	<b>2,283,420</b>	<b>2,224,484</b>	<b>2,341,671</b>	<b>2.6%</b>	<b>58,251</b>
<b>Revenues</b>					
Provincial Offences Act Office	1,635,532	1,628,362	1,651,703	1.0%	16,171
	<b>1,635,532</b>	<b>1,628,362</b>	<b>1,651,703</b>	<b>1.0%</b>	<b>16,171</b>
<b>Net Requirements</b>					
Office of the Solicitor	691,501	643,922	720,092	4.1%	28,591
Realty Services	144,383	144,383	145,085	0.5%	701
Provincial Offences Act Office	-187,997	-192,183	-175,209	6.8%	12,787
	<b>647,888</b>	<b>596,122</b>	<b>689,968</b>	<b>6.5%</b>	<b>42,080</b>

The OCS provides legal services to the Corporation of the City, staff and Council and certain related boards and agencies on issues related to planning, land development, real estate, by-laws, labour and employment, legislative interpretation, contracts and advocacy.

## Part 2

### 2023 Operating and Capital (by Department)

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The POA Office provides administration and court services for the processing of offences under the **Provincial Offences Act** as well as municipal by-laws within the City and County of Peterborough. The number and composition of charges issued by enforcement agencies impacts revenue generated. POA revenues are recognized when collected. Net POA revenues are divided between the City and the County of Peterborough, based on weighted taxable assessment. The County share of POA for 2023 is 55.7% (2022 – 55.5%) and the City's share is 44.3% (2022 - 45.4%). Court services has shifted to holding some trials and hearings virtually as a result of the pandemic, which has resulted in increased fees expenses in POA for the related software and technical requirements.

The Realty Services division is responsible for the management of the City's real property, including acquisitions, disposals, leases, licences, easements, appraisals and negotiations. In prior years, Realty Services was a part of the Infrastructure and Planning Services Department.

Part 2  
2023 Operating and Capital (by Department)

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**Corporate and Legislative Services Other – Capital**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Other																
Records Management Application	3-4.01	1,005.6	306.6	224.0		224.0				224.0	275.0	275.0	200.0	200.0		
Expanded Use of SAP	3-4.02	738.2	438.2								300.0	300.0				
Total		1,743.8	744.8	224.0		224.0				224.0	575.0	575.0	200.0	200.0		

**Records Management Application**

This project will take all electronic files previously stored on the City's network drives as well as those stored in the existing records management software and load them into Microsoft Office 365. Software tools will also be implemented to manage the proper classification, storage, and disposition of these files in accordance with the Records Retention Bylaw. Once started this project is expected to take up to three years to complete.

**Expanded Use of SAP**

No additional funds are included as part of the 2023 Budget for the City's ERP. The previously approved portions of this project include an upgrade of SAP (\$138,200) and implementation of the SAP Budgeting Solution (\$300,000). In 2024, it is proposed that a Workforce Rostering (\$300,000) system be implemented.

Part 2  
2023 Operating and Capital (by Department)

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**Corporate and Legislative Services Other – Other Capital**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Corporate and Legislative Services Other																
Canadian Canoe Museum - Capital Build	3-4.03	4,000.0	1,000.0	500.0		500.0				500.0	500.0	500.0	500.0	500.0	1,500.0	1,500.0
Fairhaven Capital Funding	3-4.04	2,443.2	1,123.6	253.6		253.6	253.6				259.0	259.0	264.0	264.0	543.0	543.0
Eastern Ont. Cell Gap and Capacity Extension	3-4.05	563.7	281.8	140.9		140.9	140.9				140.9	140.9				
Traill College Amphitheatre	3-4.06	100.0		100.0		100.0				100.0						
Development Charge Study Update	3-4.07	315.0	240.0								75.0	75.0				
Total		7,421.9	2,645.5	994.5		994.5	394.5			600.0	974.9	974.9	764.0	764.0	2,043.0	2,043.0

### **Canadian Canoe Museum - Capital Build**

Report CLSFS21-021 was approved by Council in May of 2021 and confirmed funding for the new facility build in the amount of \$4.0 million in increments of \$0.5 million per year from 2022 through 2028 and including \$0.5 million approved in the 2019 City Budget. These funds have been pre-committed to be funded in 2023 through 2028 budgets.

### **Fairhaven Capital Funding**

As part of Report CPFS12-062 dated September 4, 2012, Council resolved that beginning with 2013, subsequent draft Capital Budgets should include a provision for on-going capital funding for Fairhaven. The current provision is \$253,600.

### **Eastern Ontario Cell Gap and Capacity Extension**

This is a project by the Eastern Ontario Regional Network (EORN) to fix the “holes” in the Eastern Ontario Broadband

project and address increasing usage of the network. On May 13, 2019, Council approved the recommendation in Report CLSFS19-020 for a municipal contribution to this project, which will be \$140,900 over four years for a total of \$563,700. During 2022 Budget deliberations, Council approved a one-year deferral of the 2022 contribution towards this project. The commitment will now end in 2024. These funds have been pre-committed to be funded in the 2023 and 2024 budgets.

### **Traill College Amphitheatre**

This project is a contribution to Trent University to construct a new amphitheatre at Traill College. The City contribution includes \$50,000 plus the cost of any municipal fees or permits required up to an additional \$50,000. These funds were pre-committed to be funded in the 2023 budget with approval of Report CSACH22-009 dated May 2, 2022.



## Infrastructure and Planning Services Departmental Summary – Operating Budget

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Infrastructure and Planning Services</b>					
<b>Expenditures</b>					
Office of IPS Commissioner	413,210	411,539	314,031	-24.0%	-99,180
Planning and Development	2,404,401	2,212,153	2,657,804	10.5%	253,403
Building Services	2,980,436	2,984,435	3,382,972	13.5%	402,536
Airport	3,381,014	3,433,597	3,385,183	0.1%	4,168
Asset Management and Capital Planning	2,854,897	2,829,110	3,128,884	9.6%	273,987
Engineering, Construction and Public Works	15,842,539	15,897,725	16,273,815	2.7%	431,276
Transportation	23,925,499	22,146,720	25,328,880	5.9%	1,403,381
Environmental Services	31,187,958	31,640,533	34,021,240	9.1%	2,833,282
	<b>82,989,954</b>	<b>81,555,813</b>	<b>88,492,808</b>	<b>6.6%</b>	<b>5,502,854</b>
<b>Revenues</b>					
Office of IPS Commissioner	134,604	134,606	135,803	0.9%	1,199
Planning and Development	556,200	536,000	1,323,565	138.0%	767,365
Building Services	2,329,120	2,317,519	2,517,947	8.1%	188,828
Airport	1,066,150	1,062,164	1,108,589	4.0%	42,439
Asset Management and Capital Planning	1,482,561	1,483,638	1,511,416	1.9%	28,855
Engineering, Construction and Public Works	3,421,527	3,410,500	3,493,082	2.1%	71,554
Transportation	11,257,560	9,453,089	11,400,299	1.3%	142,739
Environmental Services	24,549,503	24,804,871	26,439,529	7.7%	1,890,025
	<b>44,797,226</b>	<b>43,202,387</b>	<b>47,930,230</b>	<b>7.0%</b>	<b>3,133,004</b>

Part 2

2023 Operating and Capital (by Department)

**Infrastructure and Planning Services Departmental Summary – Operating Budget continued**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Net Requirements</b>					
Office of IPS Commissioner	278,606	276,933	178,228	-36.0%	-100,379
Planning and Development	1,848,201	1,676,153	1,334,239	-27.8%	-513,962
Building Services	651,316	666,916	865,025	32.8%	213,708
Airport	2,314,864	2,371,433	2,276,593	-1.7%	-38,271
Asset Management and Capital Planning	1,372,336	1,345,472	1,617,468	17.9%	245,132
Engineering, Construction and Public Works	12,421,011	12,487,225	12,780,733	2.9%	359,722
Transportation	12,667,939	12,693,631	13,928,581	10.0%	1,260,642
Environmental Services	6,638,455	6,835,662	7,581,711	14.2%	943,257
	<b>38,192,728</b>	<b>38,353,426</b>	<b>40,562,578</b>	<b>6.2%</b>	<b>2,369,850</b>

Part 2  
2023 Operating and Capital (by Department)

## Infrastructure and Planning Services Departmental Summary – Capital Budget

### Tangible Capital Budget Summary 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Summary																	
Planning	5-2	18,500.8	1,081.8	3,419.0		3,419.0	21.9	197.1	2,290.0	910.0	3,200.0	3,200.0	1,200.0	1,200.0	9,600.0	9,600.0	
Growth Areas	5-3	6,387.2	3,700.0								1,289.0	969.0			1,398.2	1,398.2	
Industrial Parks	5-4	20,473.7	11,773.7	1,000.0		1,000.0			1,000.0				1,000.0	1,000.0	6,700.0	6,700.0	
Airport	5-5	41,849.6	6,064.6	1,460.0		1,460.0	660.0		800.0		15,975.0	15,975.0	2,525.0	2,525.0	15,825.0	15,825.0	
Flood Reduction Master Plan Projects	5-6	290,395.0	7,665.0	4,870.0	1,548.0	3,322.0				3,322.0	5,080.0	4,452.7	1,850.0	1,850.0	270,930.0	266,280.0	
Geomatics/Mapping	5-7	1,090.0	235.0	105.0		105.0	0.8			104.2	105.0	105.0	55.0	55.0	590.0	590.0	
Asset Management and Capital Planning	5-8	5,365.0	115.0	250.0		250.0				250.0	250.0	250.0	300.0	300.0	4,450.0	4,450.0	
Arterial Streets	5-9	394,864.8	26,178.5	16,300.0		16,300.0			8,750.0	7,550.0	18,843.0	18,843.0	14,800.6	14,710.6	318,742.8	300,619.2	
Collector and Local Streets	5-10	82,826.2	7,826.2	7,200.0		7,200.0	200.0		1,500.0	5,500.0	13,300.0	13,300.0	9,200.0	9,100.0	45,300.0	44,400.0	
Bridges	5-11	42,220.0	1,300.0	1,500.0		1,500.0			1,500.0		2,000.0	2,000.0	8,400.0	8,400.0	29,020.0	29,020.0	
Sidewalks	5-12	18,200.0	1,500.0	300.0	50.0	250.0		50.0		200.0	3,550.0	3,500.0	2,200.0	2,200.0	10,650.0	10,650.0	
Sanitary Sewers	5-13	23,620.5	4,280.0	1,290.5		1,290.5			290.5	1,000.0	4,000.0	4,000.0	4,750.0	4,750.0	9,300.0	9,300.0	
Storm Sewers	5-14	24,718.7	6,663.7	1,930.0		1,930.0				1,930.0	1,975.0	1,975.0	2,150.0	2,150.0	12,000.0	12,000.0	
Public Works	5-15	31,070.3	6,221.6	5,214.0		5,214.0	260.0	130.0	2,310.0	2,514.0	4,021.6	4,021.6	1,975.5	1,975.5	13,637.7	13,637.7	
Transit	5-16	123,141.9	10,999.6	10,990.0	8,058.4	2,931.6	122.6	343.3	1,220.6	1,245.1	16,728.8	4,901.7	39,351.3	23,437.9	45,072.3	34,019.8	
Parking	5-17	1,977.8	517.5	171.6		171.6				171.6	197.6	197.6	134.0	134.0	957.1	957.1	
Traffic and Transportation	5-18	16,958.0	5,739.1	1,818.6	500.0	1,318.6	934.3			384.3	2,622.8	2,622.8	1,492.7	1,492.7	5,284.9	5,284.9	
Environmental Services	5-20	60,248.8	13,716.0	11,234.8	10,000.0	1,234.8				1,234.8	7,196.7	2,196.7	14,378.6	4,378.6	13,722.7	6,722.7	
Waste Management	5-21	47,804.5	33,850.1	9,894.4	6,823.4	3,071.0				3,071.0	2,610.0				1,450.0	725.0	

Part 2  
 2023 Operating and Capital (by Department)

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**Infrastructure and Planning Services Departmental Summary - Capital Budget continued**

**Tangible Capital Budget Summary**  
 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Total		1,251,713.0	149,427.3	78,947.8	26,979.8	51,968.1	2,199.6	720.4	19,661.1	29,387.0	102,944.5	82,510.1	105,762.7	79,659.3	814,630.7	772,179.6

Part 2  
2023 Operating and Capital (by Department)

**Infrastructure and Planning Services Capital – Other Capital Summary**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Summary																
Planning	5-2	11,273.2	5,874.2	549.0		549.0	549.0				1,725.0	1,725.0	1,725.0	1,725.0	1,400.0	1,400.0
Growth Areas	5-3	535.8	225.0	285.8		285.8	10.0	275.8					25.0	25.0		
Industrial Parks	5-4	1,486.5	938.4	134.0		134.0	134.0				136.0	136.0	138.0	138.0	140.1	140.1
Airport	5-5	1,228.9	653.9	225.0		225.0	225.0				250.0	250.0	100.0	100.0		
Flood Reduction Master Plan Projects	5-6	49,096.8	26,981.8	3,210.0		3,210.0				3,210.0	3,360.0	3,360.0	3,310.0	3,310.0	12,235.0	12,235.0
Geomatics/Mapping	5-7	2,567.1	975.6	433.7		433.7	433.7				562.5	562.5	366.6	366.6	228.7	228.7
Asset Management and Capital Planning	5-8	25,176.0	6,300.7	2,325.3		2,325.3	250.0			2,075.3	2,200.0	2,200.0	1,900.0	1,900.0	12,450.0	12,450.0
Bridges	5-11	336.0	146.0								90.0	90.0			100.0	100.0
Traffic and Transportation	5-18	150.0		150.0		150.0	150.0									
Transportation Planning	5-19	1,513.2	397.2	203.8		203.8	48.8			155.0	209.5	209.5	225.3	225.3	477.4	477.4
Environmental Services	5-20	23,822.0	6,562.0	903.0		903.0	368.0			535.0	5,025.0	3,025.0	4,957.0	2,957.0	6,375.0	6,375.0
Total		117,185.4	49,054.7	8,419.6		8,419.6	2,168.4	275.8		5,975.3	13,558.0	11,558.0	12,747.0	10,747.0	33,406.2	33,406.2

Part 2  
2023 Operating and Capital (by Department)

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**Office of the IPS Commissioner - Operating Budget**

Infrastructure and Planning Services leads the efficient delivery of essential infrastructure services that our citizens rely on every day, including roads, sidewalks, transit, parking facilities, airport, stormwater facilities, sanitary systems, wastewater treatment, waste management and recycling, building permits and land use applications. The decrease in expenditures in the 2023 budget is the result of a reduced contribution to reserves.

<b>City of Peterborough</b>					
<b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Office of the Infrastructure and Planning Services Commissioner</b>					
<b>Expenditures</b>					
Office of the Infrastructure and Planning Services Commissioner	413,210	411,539	314,031	-24.0%	-99,180
	<b>413,210</b>	<b>411,539</b>	<b>314,031</b>	<b>-24.0%</b>	<b>-99,180</b>
<b>Revenues</b>					
Office of the Infrastructure and Planning Services Commissioner	134,604	134,606	135,803	0.9%	1,199
	<b>134,604</b>	<b>134,606</b>	<b>135,803</b>	<b>0.9%</b>	<b>1,199</b>
<b>Net Requirements</b>					
Office of the Infrastructure and Planning Services Commissioner	278,606	276,933	178,228	-36.0%	-100,379
	<b>278,606</b>	<b>276,933</b>	<b>178,228</b>	<b>-36.0%</b>	<b>-100,379</b>

## Planning and Development – Operating Budget

This Division includes the administration and processing of all municipal planning activities, subdivision plans, site plans, zoning and Official Plan amendments, as well as administering the work of the Committee of Adjustment. Staff research and monitor community planning and development opportunities. This division also administers the development of the City's industrial parks. An increase in planning application fee rates has been incorporated into the 2023 Budget. Additional staff requests are included in the Budget to support increasing application volumes and will be involved in the Development Approval Process to address the changes to the Planning Act resulting from Bill 109.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Planning and Development</b>					
<b>Expenditures</b>					
Planning Administration	2,404,401	2,212,153	2,657,804	10.5%	253,403
	<b>2,404,401</b>	<b>2,212,153</b>	<b>2,657,804</b>	<b>10.5%</b>	<b>253,403</b>
<b>Revenues</b>					
Planning Administration	556,200	536,000	1,323,565	138.0%	767,365
	<b>556,200</b>	<b>536,000</b>	<b>1,323,565</b>	<b>138.0%</b>	<b>767,365</b>
<b>Net Requirements</b>					
Planning Administration	1,848,201	1,676,153	1,334,239	-27.8%	-513,962
	<b>1,848,201</b>	<b>1,676,153</b>	<b>1,334,239</b>	<b>-27.8%</b>	<b>-513,962</b>

## Planning and Development - Capital Budget

### City of Peterborough Tangible Capital Budget Summary 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Planning																
Property Acquisitions	5-2.01	15,200.0		3,200.0		3,200.0			2,290.0	910.0	1,200.0	1,200.0	1,200.0	1,200.0	9,600.0	9,600.0
Parkland Development Assist	5-2.02	900.8	681.8	219.0		219.0	21.9	197.1								
Otonabee River Trail - Del Crary Park to Little Lake Cemetery	5-2.03	2,400.0	400.0								2,000.0	2,000.0				
Total		18,500.8	1,081.8	3,419.0		3,419.0	21.9	197.1	2,290.0	910.0	3,200.0	3,200.0	1,200.0	1,200.0	9,600.0	9,600.0

### Property Acquisitions and Improvements

This project includes contributions to the General Property Reserve which will be used to fund property acquisitions as needed. Property acquisitions support strategic municipal acquisitions or implement public policy directions of the City.

### Parkland Development Assistance

Parkland Development Assistance is a project to deliver three subdivision parks. City staff in several divisions manage the neighbourhood consultation, develop the park needs/design, and manage construction of the parks. For 2023 design work is planned for Willowcreek Subdivision with construction anticipated for 2024 and other complete the other two parks.

Part 2  
2023 Operating and Capital (by Department)

**Planning and Development – Other Capital Budget**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Planning																
Secondary Plans	5-2.04	1,000.0	200.0	200.0		200.0	200.0				200.0	200.0	200.0	200.0	200.0	200.0
Wetland Evaluations	5-2.05	250.0	100.0	150.0		150.0	150.0									
Zoning By-law Update	5-2.06	542.1	418.1	124.0		124.0	124.0									
Central Area Master Plan Implementation Phase	5-2.07	2,035.0	1,310.0	75.0		75.0	75.0				325.0	325.0	325.0	325.0		
Central Area CIP Implementation	5-2.08	7,446.2	3,846.2								1,200.0	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
Total		11,273.2	5,874.2	549.0		549.0	549.0				1,725.0	1,725.0	1,725.0	1,725.0	1,400.0	1,400.0

**Secondary Plans**

Council approved a new Official Plan in November of 2021 through Report IPSPL21-036. It is currently being reviewed by the Province and the City is awaiting the Province's approval. It identified the need to create Secondary Plans for Strategic Growth Areas, including the Central Area and important nodes and corridors, to satisfy growth management requirements of the Growth Plan for the Greater Golden Horseshoe. Completion of secondary plans for all of these areas is expected to be a 5-year project with the focus of the 2023 project being various sections of Lansdowne Street.

## **Wetland Evaluations**

The Ministry of Natural Resources and Forestry requires wetland evaluations to be completed by property owners prior to development approvals being granted. This has been problematic when wetlands cross property lines and access to the wetland cannot be secured. Given the importance of wetlands, and the need to protect these features, it is appropriate for the City to complete evaluations for the wetlands in the city that are still unevaluated. The new Official Plan contains policy calling for the completion of wetland evaluations by the City for unevaluated wetlands within the city.

## **Zoning By-law Update**

With the approval of the new Official Plan, the Zoning By-law must also be updated to implement the new policy direction for the municipality. This update will include a review of the By-law and recommend changes and additions based on an operational review, as well as the new policy direction of the Official Plan.



Part 2  
2023 Operating and Capital (by Department)

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**Planning and Development - Growth Areas – Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Growth Areas																	
Lily Lake - Centralized Stormwater Mgm't Facilities	5-3.01	4,243.2	2,200.0								645.0	645.0			1,398.2	1,398.2	
Jackson (Loggerhead Marsh) – Centralized Stormwater Facilities	5-3.02	2,144.0	1,500.0								644.0	324.0					
Total		6,387.2	3,700.0								1,289.0	969.0			1,398.2	1,398.2	

Part 2  
2023 Operating and Capital (by Department)

**Planning and Development - Growth Areas – Other Capital Budget**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Growth Areas																
Chemong West Growth Area - Planning Study	5-3.03	185.8		185.8		185.8		185.8								
Coldsprings Growth Area - Planning Studies	5-3.04	250.0	150.0	100.0		100.0	10.0	90.0								
Carnegie West Growth Area – Planning Studies	5-3.05	100.0	75.0										25.0	25.0		
Total		535.8	225.0	285.8		285.8	10.0	275.8					25.0	25.0		

**Chemong West Growth Area – Planning Study**

As development is contemplated in the Chemong West Growth Area, it is anticipated that there will be the need for technical studies to support future growth and address issues related to new development projects. These studies will relate to issues such as environmental considerations, traffic impacts, land use compatibility and servicing constraints.

**Coldsprings Growth Area – Planning Studies**

In anticipation of a new Secondary Plan being developed for the Coldsprings Growth Area, there is the need for technical studies to support this future growth and address issues related to new development projects. These studies will relate to issues such as environmental considerations, traffic impacts, land use compatibility and servicing constraints.

Part 2  
2023 Operating and Capital (by Department)

**Planning and Development - Industrial Parks – Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Industrial Parks																
Cleantech Commons	5-4.01	12,773.7	11,773.7	1,000.0		1,000.0			1,000.0							
Cleantech Commons Phase 3 Servicing	5-4.02	7,700.0											1,000.0	1,000.0	6,700.0	6,700.0
Total		20,473.7	11,773.7	1,000.0		1,000.0			1,000.0				1,000.0	1,000.0	6,700.0	6,700.0

**Cleantech Commons**

This project is in partnership with Trent University for the development along the north side of Pioneer Road to establish a science-based research business park.

There are two distinct components to the project. An external services program commenced construction in the spring 2017. The external servicing program and Pioneer Road upgrades are being handled by Infrastructure and Planning under a separate project approved in prior years' budgets.

The second component is an internal site servicing program to ensure a supply of serviced building lots as demand warrants. Investors will construct buildings on land secured by a long-term ground lease. Internal site servicing costs will be recovered over time through ground lease payments. The 2023 request is required to complete Phase 1 and Phase 2 of construction.

### **Cleantech Commons Phase 3 Servicing**

The internal site servicing program is sequenced to ensure a supply of serviced building lots as demand warrants. Investors will construct buildings on land secured by a long-term ground lease. Internal site servicing costs will be recovered over time through ground lease payments. Servicing for the first phase of the development was completed in 2022. This project will build out the third phase of the business park planned for 2025 and 2026.

An aspect of the following project addresses Climate Adaptation.

<b>Climate Adaptation</b>
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5-4.01	Industrial Parks	Cleantech Commons
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Part 2  
2023 Operating and Capital (by Department)

**Planning and Development – Industrial Parks – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Industrial Parks																
Cleantech Commons	5-4.03	1,486.5	938.4	134.0		134.0	134.0				136.0	136.0	138.0	138.0	140.1	140.1
Total		1,486.5	938.4	134.0		134.0	134.0				136.0	136.0	138.0	138.0	140.1	140.1

**Cleantech Commons - Business Plan Implementation**

The City has made significant investments in serviced employment land at Cleantech Commons. This allocation represents the City's contribution to the Executive Director position for Cleantech Commons and funding for other contractual services related to the design, construction, marketing, and start-up operations of Cleantech Commons.

Part 2  
2023 Operating and Capital (by Department)

**Building Services – Operating Budget**

This Division is responsible for ensuring compliance with the Ontario Building Code and various City by-laws. Services include the administration, enforcement, education, and dispersal of information to the public regarding the Building Code, Zoning, Minimum Property Standards, Development Charges, Parks Levy, Signs and Fences.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Building Services</b>					
<b>Expenditures</b>					
Building Inspection	2,213,520	2,217,519	2,413,947	9.1%	200,428
By-law Enforcement	766,916	766,916	969,025	26.4%	202,108
	<b>2,980,436</b>	<b>2,984,435</b>	<b>3,382,972</b>	<b>13.5%</b>	<b>402,536</b>
<b>Revenues</b>					
Building Inspection	2,213,520	2,217,519	2,413,947	9.1%	200,428
By-law Enforcement	115,600	100,000	104,000	-10.0%	-11,600
	<b>2,329,120</b>	<b>2,317,519</b>	<b>2,517,947</b>	<b>8.1%</b>	<b>188,828</b>
<b>Net Requirements</b>					
By-law Enforcement	651,316	666,916	865,025	32.8%	213,708
	<b>651,316</b>	<b>666,916</b>	<b>865,025</b>	<b>32.8%</b>	<b>213,708</b>

The 2023 budget includes a significant inflationary adjustment to the permit fee schedule, owing to a sharp rise in the CCPI, to ensure that revenues keep pace with inflationary costs. 2023 will see the continued implementation of new Building Code standards and resulting new Building Code Training for staff. It is pertinent to mention here that 33% increase in By law enforcement budget is driven by escalating costs of service delivery to

ensure the City's parks and public use spaces remain available for all the public to use and enjoy.

**Recommendation - That any unused Building Inspection Budget at the end of 2023 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2023 Budget, funds may be drawn from the Building Division Reserve.**

Part 2  
2023 Operating and Capital (by Department)

**Airport - Operating Budget**

This Division operates the Peterborough Airport as an aviation industrial park, a service to area businesses, a community gateway for the public, tourism, business, and general aviation.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough Airport</b>					
<b>Expenditures</b>					
Peterborough Airport	3,381,014	3,433,597	3,385,183	0.1%	4,168
<b>Revenues</b>					
Peterborough Airport	1,066,150	1,062,164	1,108,589	4.0%	42,439
<b>Net Requirements</b>	2,314,864	2,371,433	2,276,593	-1.7%	-38,271

Loomex Property Management has completed ten of eleven years of their Airport Management Operations Contract. The Contract guarantees firm pricing and includes supplying, maintaining, and replacing equipment within the contract amount. This ensures predictability in operating expenses for 2023 and 2024.

In 2023, the focus will continue to be on marketing the airport facility for industrial/commercial uses, private hangars, charter and scheduled flights. Airport staff will continue working as a member of the Southern Ontario

Airport Network, a joint effort to capture the projected growth of aviation business in Southern Ontario.

**Recommendation**

**That any excess Airport development review fees at the end of 2023 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2023 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve.**

Part 2  
2023 Operating and Capital (by Department)

**Airport – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Airport																
Airport Water & Sewer Upgrade	5-5.01	25,675.3	4,075.3	800.0		800.0			800.0		15,250.0	15,250.0	1,800.0	1,800.0	3,750.0	3,750.0
Commercial and General Aviation Lot Prep	5-5.02	2,169.3	819.3	225.0		225.0	225.0				225.0	225.0	225.0	225.0	675.0	675.0
Airport LED Lighting	5-5.03	340.0	140.0	200.0		200.0	200.0									
Apron III Aircraft Bypass	5-5.04	150.0		150.0		150.0	150.0									
Airport Fencing Replacement	5-5.05	85.0		85.0		85.0	85.0									
Bravo Taxiway Extension	5-5.06	6,030.0	30.0								500.0	500.0	500.0	500.0	5,000.0	5,000.0
Industrial Park East of Airport Rd North Development	5-5.07	7,400.0	1,000.0												6,400.0	6,400.0
Total		41,849.6	6,064.6	1,460.0		1,460.0	660.0		800.0		15,975.0	15,975.0	2,525.0	2,525.0	15,825.0	15,825.0

### **Airport Water and Sewer Upgrade**

To position the City's Airport to capitalize on potential business opportunities, investment is required to proactively and properly prepare the site to support prospective business needs. In 2010, the Airport underwent an expansion which led to an increase in the number of people on site, from 150 in 2002 to over 600 in 2022. In 2018, consultants were engaged for an Environmental Assessment (EA) to plan an increase to water and sanitary services to support future growth. Approval of the EA is expected in 2023, funds have been budgeted for design in 2023 and for the construction of new water and sewer services in 2024.

### **Commercial and General Aviation Lot Prep**

The Airport has approximately 30 acres of serviced land for industrial/commercial use and a further 3 acres for general aviation hangars. These parcels of land will be leased according to user requirements. At the time of building construction, there are specific requirements for new tenant building lots that are the responsibility of the Airport and that cannot be reasonably anticipated as a component of the lot development. Such items include isolated soil remediation costs under the building pads, minor water and sewer extensions, hydro, transformers, drainage adjustments or other property details. This multi-year capital project provides a funding source to cover Airport responsibilities associated with tenant specific requirements for new development.

### **Airport LED Lighting**

There are two LED lighting projects to be completed at the Airport that include upgrading runway and taxiway edge lights to LED and installation of new LED roadway lighting along airport road and within the Commercial Area.

### **Apron III Aircraft Bypass**

Interest in development of small hangars in the General Aviation Area continues to drive growth in this section of the airport. The anticipated construction of four structures by 2023 could provide additional storage for over 20 aircraft; creating ground congestion between aircraft using Apron III, taxiing to and from the runway. The construction of an aircraft bypass area adjacent to apron III will allow aircraft to safely pass when travelling in opposing directions and increase sightlines for pilots to avoid potential ground conflicts.

An aspect of the following project addresses Climate Mitigation.

<b>Climate Mitigation</b>
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5-5.03     Airport
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Airport LED Lighting
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Part 2  
2023 Operating and Capital (by Department)

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Airport																
Obstacle Limitation Surface Tree Cutting	5-5.08	953.9	653.9	100.0		100.0	100.0				100.0	100.0	100.0	100.0		
Airport Governance Study	5-5.09	75.0		75.0		75.0	75.0									
Business Case for Air Service Development and Airport Marketing	5-5.10	200.0		50.0		50.0	50.0				150.0	150.0				
Total		1,228.9	653.9	225.0		225.0	225.0				250.0	250.0	100.0	100.0		

**Obstacle Limitation Surface Tree Cutting**

The Airport is required through Transport Canada regulations to maintain an Obstacle Limitation Surface (OLS), defined as a surface that establishes the limit to which object may project into the airspace around the airport. Airport owned lands and adjacent properties require extensive tree removal due to natural growth over a prolonged period of time. Failure to maintain these surfaces will impact airport operations, potentially reducing usability of the primary runway.

## Asset Management and Capital Planning

This Division coordinates and manages the programs focused on ensuring longevity and sustainability of the City's infrastructure, Geographic Information System (GIS) technology and mapping services, urban forest infrastructure, the long-term Corporate Asset Management plan and the Corporate Sustainability and Climate Change Programs.

The annual contribution to the Climate Change reserve included in this division's budget is \$460,065 for 2023. During the 2022 budget deliberations, Council approved indexing this contribution annually based on CPI. The 2023 budget also includes an increase in personnel costs for a new staffing position as approved by Council with Report IPSIM22-011.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Asset Management and Capital planning</b>					
<b>Expenditures</b>					
Asset Management and Capital Planning	1,895,123	1,879,336	2,100,845	10.9%	205,723
Geomatics / Mapping	959,774	949,774	1,028,038	7.1%	68,264
	2,854,897	2,829,110	3,128,884	9.6%	273,987
<b>Revenues</b>					
Asset Management and Capital Planning	1,393,527	1,394,604	1,466,416	5.2%	72,889
Geomatics / Mapping	89,034	89,034	45,000	-49.5%	-44,034
	1,482,561	1,483,638	1,511,416	1.9%	28,855
<b>Net Requirements</b>					
Asset Management and Capital Planning	501,596	484,732	634,429	26.5%	132,834
Geomatics / Mapping	870,740	860,740	983,038	12.9%	112,298
	1,372,336	1,345,472	1,617,468	17.9%	245,132

Part 2  
2023 Operating and Capital (by Department)

**Asset Management and Capital Planning – Flood Reduction Master Plan Capital**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Flood Reduction Master Plan Projects																	
Curtis Creek Watershed Improvements	5-6.01	33,300.0	2,080.0	4,870.0	1,548.0	3,322.0				3,322.0	1,600.0	972.7			24,750.0	24,750.0	
Bethune St Diversion City Funded	5-6.02	12,555.8	5,485.8								3,480.0	3,480.0	1,850.0	1,850.0	1,740.0	1,740.0	
Downtown Flood Mitigation Project (Water St./Simcoe St.)	5-6.03	41,750.0													41,750.0	37,100.0	
Brookdale Watershed Improvements	5-6.04	31,142.3	92.3												31,050.0	31,050.0	
North-East Jackson Watershed Improvements	5-6.05	26,706.9	6.9												26,700.0	26,700.0	
South-East Jackson Watershed Upgrades	5-6.06	76,700.0													76,700.0	76,700.0	
Byersville Watershed Improvements	5-6.07	40,820.0													40,820.0	40,820.0	
Meade Watershed Improvements	5-6.08	9,390.0													9,390.0	9,390.0	
Riverview Watershed Improvements	5-6.09	9,260.0													9,260.0	9,260.0	
Thompson Watershed Improvements	5-6.10	4,380.0													4,380.0	4,380.0	
Byersville - Clonsilla Parkway Storm Basin	5-6.11	3,000.0													3,000.0	3,000.0	
North-West Jackson Watershed Improvements	5-6.12	900.0													900.0	900.0	
South-West Jackson Watershed Improvements	5-6.13	490.0													490.0	490.0	

**Asset Management and Capital Planning – Flood Reduction Master Plan Capital (continued)**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Total		290,395.0	7,665.0	4,870.0	1,548.0	3,322.0				3,322.0	5,080.0	4,452.7	1,850.0	1,850.0	270,930.0	266,280.0

**Curtis Creek Watershed Improvements**

The Curtis Creek Flood Reduction Master Plan was approved by Council on February 8, 2010, through Report USEC10-001. Report USEC14-006 entitled “Flood Reduction Watershed EA Capital Projects Update” adopted by Council on April 7, 2014, prioritized the watershed capital projects. The City has been successful in receiving provincial and federal funding for projects associated to this watershed, including the construction of culverts along Curtis Creek and the design of the channel improvements.

**Bethune Street Diversion – City Funded**

The project improves the road condition along an arterial street and recognizes that the CNR removed its tracks from the street in 1990 and that a formal rehabilitation is required. In conjunction with the roadworks, the existing Bethune Street sanitary trunk sewer identified in the Area Specific DC Bylaw, will be upgraded and Jackson Creek Diversion flood reduction measures, approved by Council in 2014, have been undertaken.

This project is the City portion of the overall project. Works ineligible for the shared funding such as overhead, land acquisition, enhanced pedestrian/cycle facilities and streetscaping, etc., are covered under this project.

Part 2  
2023 Operating and Capital (by Department)

**Asset Management and Capital Planning– Flood Reduction Master Plan Other Capital**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Flood Reduction Master Plan Projects																
Sanitary Sewer (Relining, Renew & Repair)	5-6.14	24,578.3	16,328.3	1,750.0		1,750.0				1,750.0	1,750.0	1,750.0	1,750.0	1,750.0	3,000.0	3,000.0
CCTV Inspection of Sewers	5-6.15	21,130.4	8,980.4	1,350.0		1,350.0				1,350.0	1,350.0	1,350.0	1,350.0	1,350.0	8,100.0	8,100.0
Flow & Rainfall Monitoring	5-6.16	1,630.0	640.0	110.0		110.0				110.0	110.0	110.0	110.0	110.0	660.0	660.0
Flood Reduction Subsidy Program	5-6.17	1,458.0	858.0								75.0	75.0	75.0	75.0	450.0	450.0
Rain Event Miscellaneous Projects	5-6.18	150.0	100.0								50.0	50.0				
IIMP Infrastructure Information	5-6.19	150.0	75.0								25.0	25.0	25.0	25.0	25.0	25.0
Total		49,096.8	26,981.8	3,210.0		3,210.0				3,210.0	3,360.0	3,360.0	3,310.0	3,310.0	12,235.0	12,235.0

### **Sanitary/Storm Sewer Projects (Relining, Renew and Repair)**

This initiative will lead to a reduction in storm and rainwater infiltration into the sanitary sewer system. This will result in a reduction in the unnecessary treatment of stormwater at the Wastewater Treatment Plant, restore some capacity into the existing sanitary sewer system to support current and future development, and reduce the frequency of sewer backups. As CCTV inspections are completed, projects are identified and are funded from this account. Also, continued monitoring of potentially “excessively wet” areas will lead to specific projects. This program will extend the useful life of both storm and sanitary sewers.

### **CCTV Inspection of Sewers**

The sanitary and storm sewer systems are now on a five-year cycle of regular inspections. Problem areas are identified during inspections. Based on these CCTV inspections, a remedial plan to address problems identified is developed and implemented.

### **Flow & Rainfall Monitoring**

The purpose of flow monitoring is to collect accurate, current information on the flow characteristics of the study area, and the associated rainfall intensity, total volume, rate, and duration. Information collected will be used for various applications including computer model calibration; development of area specific modeling parameters relative to design values; and inflow and infiltration identification and quantification.

An aspect of the following projects addresses Climate Adaptation and Mitigation.

<b>Climate Adaptation</b>		
5-6.01	Flood Reduction Master Plan Projects	Curtis Creek Watershed Improvements
5-6.15	Flood Reduction Master Plan Projects	CCTV Inspection of Sewers
5-6.16	Flood Reduction Master Plan Projects	Flow & Rainfall Monitoring
<b>Climate Adaptation and Climate Mitigation</b>		
5-6.14	Flood Reduction Master Plan Projects	Sanitary Sewer (Relining, Renew & Repair)

**Asset Management and Capital Planning - Geomatics/Mapping – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Geomatics/Mapping																
Vertical / Horizontal Control Monuments	5-7.01	940.0	185.0	55.0		55.0				55.0	55.0	55.0	55.0	55.0	590.0	590.0
Smart System Expansion and Artificial Intelligence	5-7.02	150.0	50.0	50.0		50.0	0.8			49.2	50.0	50.0				
Total		1,090.0	235.0	105.0		105.0	0.8			104.2	105.0	105.0	55.0	55.0	590.0	590.0

Part 2  
2023 Operating and Capital (by Department)

**Asset Management and Capital Planning - Geomatics/Mapping – Other Capital Budget**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services Geomatics/Mapping																	
GIS Strategic Plan Implementation (2022-2026)	5-7.03	1,176.5		333.7		333.7	333.7				347.5	347.5	266.6	266.6	228.7	228.7	
Corporate GIS Development Tool	5-7.04	1,390.6	975.6	100.0		100.0	100.0				215.0	215.0	100.0	100.0			
Total		2,567.1	975.6	433.7		433.7	433.7				562.5	562.5	366.6	366.6	228.7	228.7	

**GIS Strategic Plan Implementation (2022-2026)**

Geographic Information Systems (GIS) can improve departmental efficiency by providing timesaving and service enhancing custom web GIS applications for use by staff at all levels. The GIS Strategic Plan details how the City can take steps toward utilizing GIS to improve decision making and City operations.

An aspect of the following projects addresses Climate Adaptation and Mitigation.

**Climate Mitigation**

5-7.01	Geomatics/Mapping	Vertical / Horizontal Control Monuments
5-7.04	Geomatics/Mapping	Corporate GIS Development Tool

**Climate Adaptation and Climate Mitigation**

5-7.02	Geomatics/Mapping	Smart System Expansion and Artificial Intelligence
5-7.03	Geomatics/Mapping	GIS Strategic Plan Implementation (2022-2026)

**Asset Management and Capital Planning**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Asset Management and Capital Planning																
Climate Change Action Plan - TCA	5-8.01	5,365.0	115.0	250.0		250.0				250.0	250.0	250.0	300.0	300.0	4,450.0	4,450.0
Total		5,365.0	115.0	250.0		250.0				250.0	250.0	250.0	300.0	300.0	4,450.0	4,450.0

**Climate Change Action Plan – Tangible Capital Assets**

This capital budget will provide funding and start up funding to leverage external grants needed to implement corporate sustainability projects (energy conservation, water conservation, implement/pilot green technology, electric vehicle charging stations, sustainable infrastructure, etc.) that result in tangible capital assets (TCAs). As ongoing studies are completed to define the required capital investments for additional greenhouse gas reduction initiatives (i.e., GHG Reduction Pathway Study for Community Buildings) future cash flow projections will be updated or created as separate capital projects.

Part 2  
2023 Operating and Capital (by Department)

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Asset Management and Capital Planning																
Urban Forest Management - Strategic Plan Implementation	5-8.02	7,700.6	1,100.3	1,000.3		1,000.3				1,000.3	800.0	800.0	800.0	800.0	4,000.0	4,000.0
Tree Removal By-law Planting Program	5-8.03	7,375.0	200.0	425.0		425.0				425.0	750.0	750.0	750.0	750.0	5,250.0	5,250.0
Emerald Ash Borer (EAB) Management Plan	5-8.04	4,024.9	3,574.9	350.0		350.0				350.0	50.0	50.0	50.0	50.0		
Climate Change Action Plan	5-8.05	2,430.5	630.5	300.0		300.0				300.0	300.0	300.0	200.0	200.0	1,000.0	1,000.0
Creek Floodplain Mapping Program	5-8.06	270.0	20.0	250.0		250.0	250.0									
Asset Management Project	5-8.07	875.0	675.0								200.0	200.0				
Nature Area Management	5-8.08	2,500.0	100.0								100.0	100.0	100.0	100.0	2,200.0	2,200.0
Total		25,176.0	6,300.7	2,325.3		2,325.3	250.0			2,075.3	2,200.0	2,200.0	1,900.0	1,900.0	12,450.0	12,450.0

**Urban Forest Management – Strategic Plan Implementation**

Council approved the Urban Forest Strategic Plan (UFSP) via Report USDRI17-007. Healthy trees are intended to be replaced on a 3:1 ratio, subject to budget considerations in accordance with the Urban Forest Strategic Plan. Following the May 21, 2022 windstorm, preliminary estimates indicate that 800+ mature City trees in the municipal right-of-way and parks were destroyed. Significant investment in replacing lost trees at a 3:1 ratio is required to replace the lost ecological function and meet the objectives of the UFSP to protect and enhance the urban canopy.

### **Tree Removal By-Law Planting Program**

Council in considering IPSIM21-008, approved creating a capital budget for the City's contribution, of 2 new trees for each healthy private tree removal, subject to budget approval. The By-law is intended to protect and enhance the Urban Forest Canopy in the City, and to facilitate the target of achieving a 35% urban forest canopy cover by 2041 as identified in the Official Plan. This project is intended to implement a shared responsibility between property owners and the City for the replacement of healthy trees which are removed on private property outside of Planning Act applications.

### **Emerald Ash Borer (EAB) Management Plan**

The EAB Management Plan continues to evolve as the Emerald Ash Borer has established across the City. The April 30, 2018 update of the plan provided for an extension of the plan to 2025. The EAB is now confirmed to be widespread throughout the city. Removal of dead or dying Ash trees will now be required in larger numbers in future years to avoid any potential risks. Treatment of approximately 1,200 significant Ash trees continues and the removal of dead Ash trees is now becoming more prevalent.



**Emerald Ash Borer**

### **Climate Change Action Plan**

This capital project will be used to implement projects, enhance, and leverage external funding for climate change projects, and fund the Climate Change Action Plan implementation. The annual capital budget allocation has been established as project start up funding, used to leverage external grants and associated contributions for local projects.

### **Creek Floodplain Mapping Program**

Updated floodplain mapping is necessary to inform restrictions on the type and form of development that can proceed in flood prone areas of the City. Work is completed in collaboration with the Otonabee Region Conservation Authority (ORCA).

An aspect of the following projects addresses Climate Adaptation and Mitigation.

**Climate Adaptation and Climate Mitigation**

5-8.01	Asset Management and Capital Planning	Climate Change Action Plan - TCA
5-8.02	Asset Management and Capital Planning	Tree Removal By-law Planting Program
5-8.03	Asset Management and Capital Planning	Emerald Ash Borer (EAB) Management Plan
5-8.04	Asset Management and Capital Planning	Climate Change Action Plan
5-8.05	Asset Management and Capital Planning	Urban Forest Management - Strategic Plan Implementation



Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Operating Budget**

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Engineering, Construction and Public Works</b>					
<b>Expenditures</b>					
Engineering and Construction	3,471,291	3,471,290	3,407,015	-1.9%	-64,275
PW Fleet	350,000	350,000	350,000	0.0%	0
PW Yard	627,250	630,000	631,795	0.7%	4,545
PW Winter Control	4,341,472	4,376,181	4,511,302	3.9%	169,830
PW Surface Services	2,504,300	2,524,172	2,590,262	3.4%	85,961
PW Underground Services	456,588	457,466	466,578	2.2%	9,990
PW Parks and Forestry	4,091,638	4,088,616	4,316,863	5.5%	225,225
	<b>15,842,539</b>	<b>15,897,725</b>	<b>16,273,815</b>	<b>2.7%</b>	<b>431,276</b>
<b>Revenues</b>					
Engineering and Construction	1,948,689	1,934,689	2,001,708	2.7%	53,019
PW Fleet	350,000	350,000	350,000	0.0%	0
PW Yard	627,250	630,000	631,795	0.7%	4,545
PW Underground Services	456,588	457,466	466,578	2.2%	9,990
PW Parks and Forestry	39,000	38,345	43,000	10.3%	4,000
	<b>3,421,527</b>	<b>3,410,500</b>	<b>3,493,082</b>	<b>2.1%</b>	<b>71,554</b>
<b>Net Requirements</b>					
Engineering and Construction	1,522,601	1,536,601	1,405,307	-7.7%	-117,294
PW Winter Control	4,341,472	4,376,181	4,511,302	3.9%	169,830
PW Surface Services	2,504,300	2,524,172	2,590,262	3.4%	85,961
PW Parks and Forestry	4,052,638	4,050,271	4,273,863	5.5%	221,225
	<b>12,421,011</b>	<b>12,487,225</b>	<b>12,780,733</b>	<b>2.9%</b>	<b>359,722</b>

## Part 2

### 2023 Operating and Capital (by Department)

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The Engineering and Construction section of the Division co-ordinates and manages the maintenance, rehabilitation and development of the City's roads and related infrastructure, sidewalks, streetlight infrastructure, conveyance sewer system and stormwater management facilities as well as provides inspection reviews of development construction activities. Reduced expenditures for Engineering and Construction are due to lower electricity consumption for operating streetlights due to investments in LED lighting upgrades.

#### Recommendation

**That any 2023 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year end position and that if actual 2023 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve.**

The Public Works section of this Division is responsible for delivering a wide range of services including winter control, pavement maintenance and cleaning, and parks and forestry maintenance. Staff provide fleet repair and maintenance services seven days a week on a 24-hour basis for all client groups. Emergency repairs are made on demand to ensure the performance of fleet units for essential services.

Solid waste collection, while it is performed by Public Works staff, is shown in the budget under the Environmental Services Division to better reflect its funding from the Waste Management Reserve Fund.

Administrative costs are funded through other activities based on an overhead percentage charged on direct Public Works labour incurred. These activities include Public Works activities, other City divisions' activities, as well as work performed for outside customers.

Equipment costs are charged directly to activities as utilized by applying an hourly rate. These are, in effect, internal rental rates, which offset the repair, maintenance and replacement costs of the equipment.

Traditionally, surplus funds for the Winter Control activity have been transferred to a Winter Control Reserve to be used in a year when the City experiences severe weather events. The balance of the reserve is \$478,000 and represents approximately 10.5% of the 2023 budgeted winter control expense of \$4.5 million.

The Net Requirement for the Division is budgeted to increase 2.9% and is primarily the result of market increases in material costs, and internal equipment costs at Public Works.

#### Recommendation

**That any unused portion of the 2023 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall year-end position and, that if actual 2023 Winter Control costs exceed the 2023 Budget, funds may be drawn from the Winter Control Reserve.**

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital Budget - Arterial Streets**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Arterial Streets																
Lansdowne West - Spillsbury to Clonsilla	5-9.01	16,000.0	2,000.0	6,000.0		6,000.0			3,100.0	2,900.0	8,000.0	8,000.0				
Lily Lake Area Development Network Improvements	5-9.02	3,362.5	362.5	3,000.0		3,000.0			3,000.0							
Lansdowne St Rehabilitation - Park St to Otonabee River	5-9.03	19,000.0	2,050.0	2,800.0		2,800.0				2,800.0	6,650.0	6,650.0			7,500.0	7,500.0
Parkhill Rd Reconstruction - George St to Rubidge St	5-9.04	3,400.0	1,550.0	1,850.0		1,850.0				1,850.0						
Water St North Urbanization - Nassau Mills Rd to Woodland Dr	5-9.05	32,900.0	2,950.0	1,250.0		1,250.0			1,250.0						28,700.0	28,700.0
Various Intersection Improvement Program	5-9.06	11,203.4		1,000.0		1,000.0			1,000.0		1,025.0	1,025.0	1,050.6	1,050.6	8,127.8	8,127.8
Chemong Road - Parkhill Rd to Sunset Blvd	5-9.07	38,757.8	9,957.8	400.0		400.0			400.0		400.0	400.0	2,000.0	2,000.0	26,000.0	26,000.0
Alternatives to High Use Arterial Roads	5-9.08	76,921.0	3,689.0								1,768.0	1,768.0	3,520.0	3,520.0	67,944.0	67,944.0
Brealey Drive - Lansdowne St to Sherbrooke St	5-9.09	14,173.5	673.5								500.0	500.0	6,500.0	6,500.0	6,500.0	6,500.0
Sherbrooke St - Glenforest to West City Limit	5-9.10	19,075.7	1,575.7								500.0	500.0	1,000.0	1,000.0	16,000.0	16,000.0
Television Road Signals - Burnham Meadows	5-9.11	800.0	70.0										730.0	640.0		
Television Rd - Lansdowne to Parkhill Rd	5-9.12	46,600.0	400.0												46,200.0	46,200.0

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital Budget - Arterial Streets**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
River Road - Hwy7/115 to Lansdowne Street	5-9.13	21,500.0													21,500.0	21,500.0
Armour Road - Nassau Mills Rd to Cunningham Blvd	5-9.14	21,900.0	900.0												21,000.0	18,500.0
Brealey Drive – Sherbrooke Street to Parkhill Road	5-9.15	13,700.0													13,700.0	13,700.0
Carnegie Planning Area - E/W Arterial	5-9.16	12,500.0													12,500.0	2,500.0
Ashburnham Drive - MacFarlane Avenue to Maniece Avenue	5-9.17	11,100.0													11,100.0	7,400.0
University Rd - Upgrade to Arterial	5-9.18	8,600.0													8,600.0	8,600.0
Maria St - Walker Ave to Television Rd	5-9.19	8,250.0													8,250.0	8,250.0
Pioneer Road Upgrades Cleantech to Cty Rd 4	5-9.20	7,000.0													7,000.0	7,000.0
Carnegie Ave Urbanization - Cumberland Avenue to Carnegie Planning Area	5-9.21	5,250.0													5,250.0	5,250.0
N/S Arterial	5-9.22	2,871.0													2,871.0	947.4
<b>Total</b>		<b>394,864.8</b>	<b>26,178.5</b>	<b>16,300.0</b>		<b>16,300.0</b>			<b>8,750.0</b>	<b>7,550.0</b>	<b>18,843.0</b>	<b>18,843.0</b>	<b>14,800.6</b>	<b>14,710.6</b>	<b>318,742.8</b>	<b>300,619.2</b>

### **Lansdowne West – Spillsbury to Clonsilla**

This project will include the construction of a centre turn lane, improvements to the Spillsbury Drive/Kawartha Heights Boulevard/Lansdowne Street West intersection as well as the elimination of the channelized southbound right-turn at Clonsilla Avenue/Lansdowne Street West. The project budget has escalated from previous budget estimates due to inflationary pressures and adjustments to the scope of the project.

As part of the 2021 Budget process Council pre-committed the 2023 capital funds for this project in the amount of \$5 million.

### **Lily Lake Area Development Network Improvements**

Through draft plan approval of the subdivision within Lily Lake Secondary Planning area, various road improvements have been identified and are required for the area, including along Fairbairn St., Lily Lake Road and Towerhill Rd. The funding will allow construction to proceed for the sidewalk facilities on Fairbairn St and additional design concepts for the other components will be initiated in 2023.

### **Lansdowne Street Rehabilitation – Park St. to Otonabee River**

The project involves replacing some of the sanitary sewers and pavement structure, as well as addressing some flood mitigation and improvements to the storm sewers. The project will also look at roadway tapers and intersection

improvements. In coordination with the Arena and Aquatic Complex at Morrow Park, a new set of traffic signals is planned for the intersection of Lansdowne Street and Aylmer Street with a new entrance into Morrow Park.

Council approved a pre-commitment of \$2.8 million of the 2023 capital budget for this project, with approval of the 2022 Budget. The 2023 amounts will fund the Park Street to Lock Street portion of this project.

### **Parkhill Rd Reconstruction – George St to Rubidge St**

Reconstruction is required to address critical underground infrastructure deterioration. In addition, this project needs to be completed prior to the Chemong Road widening to mitigate traffic impacts and facilitate re-routing created by future construction work on Chemong Road.

### **Water St. North Urbanization – Nassau Mills Rd. to Woodland Dr.**

In support of the new development in the City's north end and Trent University, the urbanization will provide the level of service required by the area development including pavement, curb and gutter, sidewalk(s), storm sewers, cycling facilities, and turning lanes.

In advance of the EA completion, and to support development at the intersection of Woodland/Water, intersection improvements via the pre-approved Schedule A Municipal Class EA will be constructed in 2023 by the Developer as external works with requested 2023 funding.

### **Various Intersection Improvement Program**

The 2022 Transportation Master Plan (TMP) identified the required Transportation Infrastructure projects to meet growth and address existing operational issues, including various intersection improvements throughout the City.

Projects will be coordinated with other road network improvement projects and growth areas where possible and prioritized to address existing operational or asset performance issues. Funding for 2023 will be used to initiate design and acquire property.

### **Chemong Road – Parkhill Road to Sunset Blvd.**

Major reconstruction to widen this road to five lanes of traffic, by the introduction of a centre turn lane, was identified in the Transportation Master Plan. This work is necessitated by an increase in traffic volumes and access to commercial properties.

The project cost will be more accurately defined during completion of the detailed design. It is also anticipated that flood reduction measures will be required, and sanitary sewer upgrades, to address the bottleneck issue within the existing system. The 2023 funding will be used for easements/property acquisitions and detailed design development.

An aspect of the following projects addresses Climate Adaptation and Mitigation.

#### **Climate Mitigation**

5-9.06	Arterial Streets	Various Intersection Improvement Program
5-9.04	Arterial Streets	Parkhill Rd Reconstruction - George St to Rubidge St
5-9.07	Arterial Streets	Chemong Road - Parkhill Rd to Sunset Blvd

#### **Climate Adaptation and Climate Mitigation**

5-9.01	Arterial Streets	Lansdowne West - Spillsbury to Clonsilla
5-9.03	Arterial Streets	Lansdowne St Rehabilitation - Park St to Otonabee River

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital Budget – Collector and Local Streets**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Collector and Local Streets																
Pavement Preservation Program	5-10.01	50,550.0	4,450.0	5,150.0		5,150.0			750.0	4,400.0	5,250.0	5,250.0	5,450.0	5,450.0	30,250.0	30,250.0
Charlotte Street - Aylmer Street to Park Street	5-10.02	7,810.0	1,460.0	1,100.0		1,100.0				1,100.0	4,200.0	4,200.0	1,050.0	1,050.0		
LED Decorative Street Lighting Retrofit	5-10.03	1,500.0	750.0	750.0		750.0			750.0							
Street Light Infrastructure Program	5-10.04	2,000.0	700.0	200.0		200.0	200.0				150.0	150.0	200.0	200.0	750.0	750.0
Charlotte Street - Aylmer Street to Water Street	5-10.05	7,600.0									2,500.0	2,500.0	2,100.0	2,100.0	3,000.0	3,000.0
Briarhill Road Reconstruction	5-10.06	1,100.0									1,100.0	1,100.0				
Rail Crossing Removals	5-10.07	1,005.0	105.0								100.0	100.0	100.0	100.0	700.0	700.0
Victoria Avenue Reconstruction	5-10.08	3,066.0	66.0										300.0	200.0	2,700.0	1,800.0
Webber Avenue & Rye Street Urbanization	5-10.09	8,195.2	295.2												7,900.0	7,900.0
Total		82,826.2	7,826.2	7,200.0		7,200.0	200.0		1,500.0	5,500.0	13,300.0	13,300.0	9,200.0	9,100.0	45,300.0	44,400.0

### **Pavement Preservation Program**

The Pavement Preservation Program is identified through the City's overall Road Needs Study. This program involves roads where the sub surface critical infrastructure components are in relatively good condition and the intention is to extend the life cycle of the road assembly. The sub surface components include sanitary and water conveyance, natural gas and electrical components, communication components, stormwater infrastructure etc. This program extends the life of these critical infrastructure components by ensuring the protective road surface remains intact.

#### **Charlotte St. Aylmer St. to Park St.**

The TMP recommends upgrading Charlotte Street to an urban standard arterial. Aspects of this project include reconstruction of sidewalks, two vehicle lanes, parking, new street trees and decorative light fixtures, installing 100-year storm sewers and enhanced connection to the Urban Park. The planned reconstruction of Charlotte Street will stimulate renewal in the Downtown Core and the Charlotte Street West Business District.

An aspect of the following project addresses Climate Mitigation.

<b>Climate Mitigation</b>
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5-10.03 Collector and Local Streets	LED Decorative Street Lighting Retrofit
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### **LED Decorative Street Lighting Retrofit**

The retrofit of 7,500 standard cobra-head light fixtures began in 2018 and was completed in 2019 resulting in over 3,000,000 kWh savings (~50% energy reduction). This project advances the 3,000 decorative light fixtures the City owns and operates to further realize ongoing operational savings for the City's streetlight network.

### **Street Light Infrastructure Program**

The City's inspection program identified an upgrade to the street light infrastructure is needed. A large percentage of the existing street light infrastructure is approaching or has passed its useful life. This program will address deficiencies related to streetlight poles, arms, and undergrounds.

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Bridges**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Bridges																
Television Road Bridge over South Meade Creek	5-11.01	12,600.0	700.0	1,500.0		1,500.0			1,500.0		2,000.0	2,000.0	8,400.0	8,400.0		
Nassau Mills Bridge over Trent Severn Waterway	5-11.02	17,800.0	300.0												17,500.0	17,500.0
Nassau Mills Bridge over Otonabee River	5-11.03	11,820.0	300.0												11,520.0	11,520.0
Total		42,220.0	1,300.0	1,500.0		1,500.0			1,500.0		2,000.0	2,000.0	8,400.0	8,400.0	29,020.0	29,020.0

**Television Road Bridge over South Meade Creek**

Bridge inspections, which are completed every two years, have identified the Television Road crossing of South Meade Creek to be of the highest priority. The Municipal Class EA recommended replacing the aging structure with a new two-lane bridge with provisions for the abutment to accommodate a future widening to a four-lane section to mitigate the environmental impacts and provide the best long-term value to the community.

Funding for 2023 will be used to initiate the design, with 2024 funding for property acquisition and preliminary site preparation works, and construction in 2025.

Part 2  
2023 Operating and Capital (by Department)

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**Engineering, Construction and Public Works – Other Capital - Bridges**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Bridges																	
OSIM Bridge Inspection Program	5-11.04	336.0	146.0								90.0	90.0			100.0	100.0	
Total		336.0	146.0								90.0	90.0			100.0	100.0	

An aspect of the following project addresses Climate Adaptation.

<b>Climate Adaptation</b>	
5-11.01    Bridges	Television Road Bridge over South Meade Creek

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Sidewalks**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Sidewalks																
Citywide Trail Rehabilitation	5-12.01	1,100.0	150.0	200.0		200.0				200.0	300.0	300.0	300.0	300.0	150.0	150.0
Rotary Trail Crossing - Hunter St East	5-12.02	350.0		100.0	50.0	50.0		50.0			250.0	200.0				
Trails and Cycling Network Implementation	5-12.03	13,500.0									1,500.0	1,500.0	1,500.0	1,500.0	10,500.0	10,500.0
Crawford Trail Extension Project - Monaghan Road to Townsend	5-12.04	3,250.0	1,350.0								1,500.0	1,500.0	400.0	400.0		
Total		18,200.0	1,500.0	300.0	50.0	250.0		50.0		200.0	3,550.0	3,500.0	2,200.0	2,200.0	10,650.0	10,650.0

**Citywide Trail Rehabilitation**



This project supports trail maintenance and resurfacing. Over the past decades, the City has expanded the Citywide trail network. As the trail infrastructure begins to degrade, there is a requirement to rehabilitate the trail infrastructure.

Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Sanitary Sewers**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Sanitary Sewers																
Sanitary Sewer Rehabilitation	5-13.01	13,000.0	3,000.0	1,000.0		1,000.0				1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	7,000.0	7,000.0
Chemong West/Towerhill Sanitary Sewer	5-13.02	320.5	30.0	290.5		290.5			290.5							
Eastern Trunk Sewer	5-13.03	6,000.0	250.0								2,750.0	2,750.0	3,000.0	3,000.0		
Sanitary Sewer Master Plan Implementation	5-13.04	4,300.0	1,000.0								250.0	250.0	750.0	750.0	2,300.0	2,300.0
Total		23,620.5	4,280.0	1,290.5		1,290.5			290.5	1,000.0	4,000.0	4,000.0	4,750.0	4,750.0	9,300.0	9,300.0

**Sanitary Sewer Rehabilitation**

This project will review the latest condition information on the citywide sanitary sewer network and rehabilitate critical areas identified. The project is also directly connected to the roads resurfacing program whereby underground infrastructure requires repair prior to any road surface works. The ongoing program will improve the overall condition of the City's sanitary sewer infrastructure thereby resulting in improved sewage flows.

**Chemong West/Towerhill Sanitary Sewer**

Development proceeding at 689 Towerhill Road (Long Term Care facility) requires a developer funded sanitary sewer to connect to the sanitary sewer trunk on Chemong to service the site. This budget request is to fund the City's share of the works. Council pre-committed \$290,500 for this project via Report IPSPL22-010 on June 27, 2022.

An aspect of the following project addresses Climate Adaptation and Mitigation.

<b>Climate Adaptation and Climate Mitigation</b>
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5-13.01    Sanitary Sewers                      Sanitary Sewer Rehabilitation
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Part 2  
2023 Operating and Capital (by Department)

**Engineering, Construction and Public Works - Capital - Storm Sewers**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Storm Sewers																
Storm Sewer Rehabilitation Program	5-14.01	12,400.0	2,400.0	1,000.0		1,000.0				1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	7,000.0	7,000.0
City Wide Stormwater Quality Master Plan Implementation	5-14.02	12,153.7	4,248.7	930.0		930.0				930.0	975.0	975.0	1,000.0	1,000.0	5,000.0	5,000.0
Roger Neilson Way Storm Sewer Rehab	5-14.03	165.0	15.0										150.0	150.0		
Total		24,718.7	6,663.7	1,930.0		1,930.0				1,930.0	1,975.0	1,975.0	2,150.0	2,150.0	12,000.0	12,000.0

**Storm Sewer Rehabilitation Program**

This project will review current condition information on the citywide storm sewer network and rehabilitate critical areas identified. The storm sewer rehabilitation program will be allocated to sewers that require attention as a result of inspection information collected. The project will improve the overall condition of the City's storm sewer infrastructure, thereby resulting in improved drainage and water management.

**City Wide Stormwater Quality Master Plan Implementation**

This project presents an opportunity to manage stormwater quality discharges potentially impacting our creeks and rivers. The City is mandated to complete specified work by the Ministry of the Environment, Conservation and Parks related to existing stormwater facilities throughout the City. The Stormwater Quality EA Management Master Plan was developed as part of the overall evaluation and solution to the existing concerns.

Part 2  
2023 Operating and Capital (by Department)

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An aspect of the following projects addresses Climate Adaptation.

<b>Climate Adaptation</b>		
5-14.01	Storm Sewers	Storm Sewer Rehabilitation Program
5-14.02	Storm Sewers	City Wide Stormwater Quality Master Plan Implementation

Part 2  
2023 Operating and Capital (by Department)

**Public Works - Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Public Works																
2023 Fleet Replacement and Equipment	5-15.01	22,887.3	5,496.6	2,214.0		2,214.0				2,214.0	2,579.6	2,579.6	489.5	489.5	12,107.7	12,107.7
PW Sidewalk Reconstruction	5-15.02	5,858.0		1,400.0		1,400.0			1,400.0		1,442.0	1,442.0	1,486.0	1,486.0	1,530.0	1,530.0
Municipal Snow Storage Facility ECA and Compliance	5-15.03	2,025.0	725.0	1,300.0		1,300.0	260.0	130.0	910.0							
Fleet Body Shop Facility	5-15.04	300.0		300.0		300.0				300.0						
Total		31,070.3	6,221.6	5,214.0		5,214.0	260.0	130.0	2,310.0	2,514.0	4,021.6	4,021.6	1,975.5	1,975.5	13,637.7	13,637.7

**2023 Fleet Replacement and Equipment**

The following vehicles and equipment are scheduled for replacement in 2023 at a total estimated cost of \$2.2 million: 2 Light Duty Units, 5 Heavy Duty and 12 Specialized Units. Funding is provided from the Fleet Reserve based on contributions from Operations. Alternative fuel vehicles will be researched and utilized where possible.

**PW Sidewalk Reconstruction**

The municipal sidewalk inventory totals 400 kilometers. Life cycle costing provides a base line performance measure to verify if replacement schedules and funding are

sufficient to meet the established life cycle. While less than ideal, the 2023 budget provides funds to replace approximately 3,800 linear meters of sidewalk or approximately 1% of the existing inventory.

**Municipal Snow Storage Facility ECA and Compliance**

In 2017, the Ministry of Environment and Climate Change identified that an Environmental Compliance Approval (ECA) would be required to operate the municipal snow storage facility located at the Wastewater Treatment Plant on Kennedy Rd. Preliminary works have been undertaken and a submission made to the Ministry of Environment, Conservation and Parks for their review and comment

Part 2  
2023 Operating and Capital (by Department)

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through their Technical Division. It is anticipated that this will be a multi year project that will result in an ECA for the snow storage facility operations and maintenance.

**Fleet Body Shop Facility**

Fleet asset management includes preventive and emergency maintenance to keep the fleet in good repair

and operationally sound and prevent untimely retirement of vehicles due to lack of maintenance. Required facility renovations include the addition of an air makeup system, building and operational system controls.



An aspect of the following projects addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-15.01	Public Works	2023 Fleet Replacement and Equipment
5-15.02	Public Works	PW Sidewalk Reconstruction
5-15.03	Public Works	Municipal Snow Storage Facility ECA and Compliance Improvements

Part 2

2023 Operating and Capital (by Department)

**Transportation – Operating Budget**

This Division is responsible for transportation planning, the operation of the transit system, on and off-street municipal parking, the King Street and Simcoe Street parking garages, operation and maintenance of traffic signals, signs and pavement markings, parking by-law enforcement and adult crossing guards. The Transportation Planning activity implements the various recommendations in the Transportation Master Plan including the cycling network, sidewalk policies and priorities and community outreach programs such as Shifting Gears.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Transportation</b>					
<b>Expenditures</b>					
Public Transit Operations	18,230,257	16,748,796	19,281,713	5.8%	1,051,456
Parking, Traffic, Transportation Planning	5,695,242	5,397,924	6,047,167	6.2%	351,925
	<b>23,925,499</b>	<b>22,146,720</b>	<b>25,328,880</b>	<b>5.9%</b>	<b>1,403,381</b>
<b>Revenues</b>					
Public Transit Operations	8,114,300	7,318,439	7,650,679	-5.7%	-463,621
Parking, Traffic, Transportation Planning	3,143,260	2,134,650	3,749,620	19.3%	606,360
	<b>11,257,560</b>	<b>9,453,089</b>	<b>11,400,299</b>	<b>1.3%</b>	<b>142,739</b>
<b>Net Requirements</b>					
Public Transit Operations	10,115,957	9,430,357	11,631,034	15.0%	1,515,077
Parking, Traffic, Transportation Planning	2,551,982	3,263,274	2,297,547	-10.0%	-254,435
	<b>12,667,939</b>	<b>12,693,631</b>	<b>13,928,581</b>	<b>10.0%</b>	<b>1,260,642</b>

## Public Transit Operations

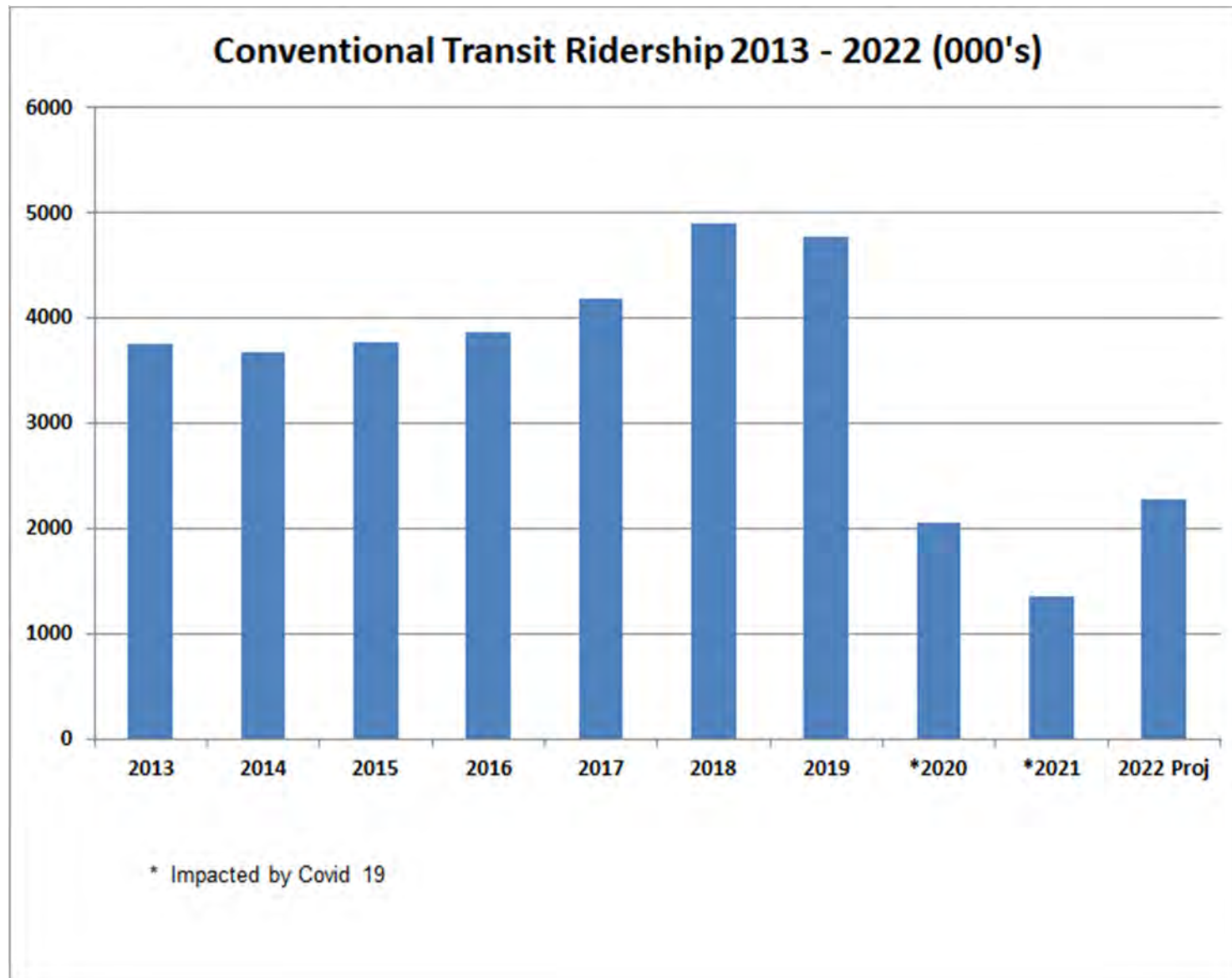
Transit operates the conventional public transit system, which is designed to provide service within 450 m of 90% of the residents of the City and specialized transit services to ensure equity and access to residents with mobility requirements.

Ridership levels in early 2022 remained significantly lower than normal due to the continued impacts of the COVID-19 pandemic, as some customers continued to reduce travel due to COVID-19 and post-secondary ridership was reduced as Fleming and Trent continued to provide hybrid learning options for the 2022 academic sessions. Post-Secondary ridership is expected to recover to within 85% of pre-COVID-19 levels by the end of 2023, however a more gradual return is still expected for other transit customers. Overall fare revenue is expected to return to 2019 levels in 2023. Higher fuel, insurance cost and inflation are contributing to increased net operating costs for 2023.

Work will continue in 2023 to advance the new Transit Garage project and complete the necessary EA study and design work anticipating approval of the City's funding application in 2023 under the Investing in Canada Infrastructure Program (ICIP).



In 2021, the Transit Route Review was completed. The new Transit route system was approved by Council in 2021 by report IPSTR21-013 and launched permanently in May 2022, along with an On-Demand pilot service. Staff continue to tweak the routes, expand On-Demand and educate riders on their most efficient path for their journey to ensure a public system that can best meet the needs of as many citizens as possible. Selwyn Township transit service launched in May 2021 on a cost recovery basis and is anticipated to continue through 2023.



### **Provincial Gas Tax**

In October 2004, the Province of Ontario announced the Gas Tax Rebate Program, which provides 2 cents/litre of gas tax to assist in funding improvements to service delivery that supports transit ridership growth. The program generates funds for public transportation, which is subject to change annually based on annual sales of gasoline. The total allocation is based on 70% transit ridership and 30% municipal population. Public transportation ridership will include the totals of both conventional and specialized public transportation services. The funds are placed in a Provincial Gas Tax Reserve Fund when received and then transferred from the reserve fund to finance authorized expenditures.

The authorized expenditures include:

- Public transportation capital expenditures that promote increased transit ridership and are above a municipality's baseline spending.
- Public transportation operating expenditures that are above a municipality's baseline spending.
- Capital expenditures that provide improvements to transit security and passenger safety and are above a municipality's baseline spending.
- Major bus refurbishment on any fully accessible, or to be made fully accessible, public transportation vehicle.

Provincial gas tax funds cannot be used to offset expenditures in other municipal departments.

For 2023, an amount of \$1.76 million will be drawn from the Provincial Gas Tax Reserve Fund to offset expected costs in Conventional and Specialized Transit operations.

### **Parking**

Parking revenue for 2023 is expected to recover to 75-85% of pre-COVID-19 levels, as downtown activity resumes. The rehabilitation of the Simcoe Parking Garage was completed in 2022. New parking control systems were installed at both parking garages in 2022 to improve convenience for customers.

### **Recommendation**

**That any unused Parking Budget, at the end of 2023, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2023 Parking costs exceed the 2023 Budget, funds may be drawn from the Parking Reserve.**

## Traffic

The City operates 130 signalized intersections, of which 13 are signalized pedestrian crossings. The City initiated a Smart Traffic Signal pilot program on the Lansdowne Street corridor and expansion of the System is proposed to begin in 2023, with planning for future expansion as part of planned capital improvements.

A Traffic Calming Policy was approved in 2021. Traffic Calming plans for three additional neighbourhoods were presented to Council in July of 2022 and implementation of temporary measures will be completed in early 2023.

## Recommendation

**That any unused Traffic Signal Maintenance Budget at the end of 2023 be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that, if the actual 2023 Traffic Signal Maintenance costs exceed the 2023 Budget, funds may be drawn from the Traffic Signal Reserve.**

## Transportation Planning

The Transportation Planning group includes the long-range transportation planning, development review functions and the Transportation Demand Management (TDM) program. City wide transportation planning works with multiple divisions to implement and prioritize new trails, cycling facilities and sidewalk construction. Moving forward, the Transportation planning function will be integrated within the Asset Management and Capital Planning division to facilitate effective and efficient service delivery.

Staff involved in the development review function work closely with Planning Division staff.

Transportation Demand Management programs have been growing as infrastructure and service improvements are made for walking, cycling and transit. The Cycling Master Plan was approved by Council through Report IPSTR21-009, dated July 5, 2021 and staff will continue to implement the study recommendations in 2023.

The program budget includes \$60,000 to support the delivery of programs such as Shifting Gears, Cycling Skills Training Courses and Active School Travel which are delivered through partner organizations.

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2023 Operating and Capital (by Department)

**Transit - Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Transit																
Transit Garage Replacement	5-16.01	54,692.4	3,950.0	6,090.0	4,465.8	1,624.2			1,220.6	403.6	12,678.8	3,381.4	16,901.3	4,507.6	15,072.3	4,019.8
Conventional Bus Replacement	5-16.02	13,325.0	3,975.0	2,600.0	1,906.6	693.4				693.4	2,700.0	720.1	4,050.0	1,080.1		
Transit Terminal Upgrades	5-16.03	3,000.0	1,500.0	1,500.0	1,099.5	400.5		263.3		137.2						
Accessible Transit Stops	5-16.04	2,199.2	699.2	500.0	366.5	133.5	122.6			10.9	500.0	133.5	500.0	133.5		
Transit Stops and Shelters	5-16.05	1,175.4	375.4	300.0	220.0	80.0		80.0			250.0	66.7	250.0	66.7		
Phase 2 - Transit ITS Program	5-16.06	600.0									600.0	600.0				
Downtown Transportation Hub and Route Review	5-16.07	48,150.0	500.0										17,650.0	17,650.0	30,000.0	30,000.0
Total		123,141.9	10,999.6	10,990.0	8,058.4	2,931.6	122.6	343.3	1,220.6	1,245.1	16,728.8	4,901.7	39,351.3	23,437.9	45,072.3	34,019.8

**Transit Garage Replacement**

The current Transit Garage at the Townsend Street Yard only has capacity to store 42 buses inside. With a current conventional fleet of 58 buses, 9 Community Buses, and 11 Specialized (Handi-van) buses 16 conventional buses and the Community Bus fleet require outside overnight parking. The existing garage space will be unable to support the future growth demands as currently due to space constraints buses are being stored in a manner that is extremely inefficient to clean,

## Part 2

### 2023 Operating and Capital (by Department)

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maintain and start-up these large vehicles. Furthermore, with the introduction of additional fleet buses, including alternate fuel vehicles, in the future, storing all assets within an environmental controlled space will not be possible in the current transit garage. In Report IPSTR22-014, Council approved the preferred site for the new Transit Garage as 901 Monaghan Road/575 Romaine Street. The Investing in Canada Infrastructure Program - Transit Stream, will provide up to \$57 Million in Transit Infrastructure funding to the City over the 2020-2027 period. Funds requested for 2023 will be used for site preparation and servicing work for a new garage site and to advance design of a new facility.

#### **Conventional Bus Replacement**

The City has a fleet of 58 conventional buses and 9 Community Bus vehicles. The Transit Route Review and Long-Term Growth Study assessed fleet requirements for the recommended service plan and determined that no new expansion buses were required in the near term. In July 2021, Council approved Report IPSTR21-013. In approving this report, Council reassigned 2022 capital funding for expansion buses to 2023.

The replacement of the Conventional Bus Fleet will be included as part of the City's 2nd funding intake under the Investing in Canada Infrastructure Program - Transit Stream. Funding for 2023, 2024 and 2025 will be used to purchase new buses to replace older vehicles in the fleet. A study examining Alternate fuel vehicles for the transit fleet was initiated in 2022 and is expected to be completed in Q2 of 2023, which will provide the information to guide the type of buses to purchase under this project and for future replacements.

#### **Transit Terminal Upgrades**

In July 2021, Council approved Report IPSTR21-013, which recommended a new transit route structure for the City to guide transit services. Funding requested in 2023 will be used to contribute a share of the costs for upgrades to other hub locations such as Trent University and Fleming College to upgrade passenger amenities and provide facilities for drivers. This project is part of the City's 2nd funding intake for the Investing in Canada Program - Transit Stream, with 40% of costs recovered from the Federal government and 33% recovered from the Province.

### **Accessible Transit Stops**

The conventional transit system is currently supported by over 620 public transit stops. Many transit stops continue to pose barriers such as full height curbs, steps, and grass boulevards. Under this project, public transit stops are reconstructed to be fully accessible and compliant with AODA Transportation and Built Environment standards. It is estimated that 65% of the 620 transit stops in the city are fully accessible, with approximately 220 requiring additional work.

### **Transit Stops and Shelters**

The program consists of construction of concrete pads and new shelters (comprised of a mix of 4x8', 4x12' and 8x12' transit shelters) to accommodate various levels of passenger demand. Shelters are glass design with domed roof complete with interior seating benches and some have solar lighting and provide advertising opportunities.

A program of further transit stops and shelter upgrades will be included as part of the City's 2nd funding intake, to support the reconfigured Transit Routes. Stops will be upgraded with concrete pads and sidewalk connections, and some will include new shelters, with shelter locations prioritized based on a number of factors including passenger demand, key transfer locations, and accessibility factors. Requested funding in 2023-2025, will allow for upgrades to between 120 and 180 transit stops and will provide the City's 26.7% contribution towards this program.

An aspect of the following projects addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-16.01	Transit	Transit Garage Replacement
5-16.02	Transit	Conventional Bus Replacement
5-16.03	Transit	Transit Terminal Upgrades
5-16.04	Transit	Accessible Transit Stops

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2023 Operating and Capital (by Department)

**Parking - Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Infrastructure and Planning Services																	
Parking																	
Parking Equipment Purchases	5-17.01	1,857.8	517.5	121.6		121.6				121.6	127.6	127.6	134.0	134.0	957.1	957.1	
New Parking Enforcement Vehicle	5-17.02	120.0		50.0		50.0				50.0	70.0	70.0					
Total		1,977.8	517.5	171.6		171.6				171.6	197.6	197.6	134.0	134.0	957.1	957.1	

**Parking Equipment Purchases**

In November 2017, in considering Report USTR17-018, Council approved a Strategic Downtown Parking Management Study to guide parking operations for the next ten years. Investments in new parking equipment at surface lots and in the parking garages were included in the study recommendations. This is an ongoing program to purchase new parking equipment for the Simcoe and King Street Parking Garages, various surface lots, and on-street parking spaces. In past years, items purchased through this program included: pay and display machines; kiosks, gate arms, and cash/logic revenue systems at garages and handheld ticketing devices.

An aspect of the following project addresses Climate Mitigation.

**Climate Mitigation**

5-17.02 Parking

New Parking Enforcement Vehicle

Part 2  
2023 Operating and Capital (by Department)

**Traffic and Transportation – Capital Budget**

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Traffic and Transportation																
Traffic Signal Controller Replacement Program	5-18.01	3,234.7	2,175.6	521.7		521.7	521.7				537.4	537.4				
Smart Signal Implementation	5-18.02	2,000.0	1,000.0	500.0	500.0						500.0	500.0				
Traffic Safety Program	5-18.03	2,454.6		300.0		300.0	300.0				515.0	515.0	530.5	530.5	1,109.1	1,109.1
Traffic Signal Infrastructure	5-18.04	2,622.7	856.0	174.0		174.0				174.0	179.1	179.1	184.5	184.5	1,229.1	1,229.1
Intersection Pedestrian Safety Enhancements	5-18.05	646.8	418.4	112.6		112.6	112.6				115.9	115.9				
Traffic Signal Uninterrupted Power Supply Equipment	5-18.06	400.2	313.2	87.0		87.0				87.0						
Traffic Improvements	5-18.07	945.2	200.9	73.3		73.3				73.3	75.5	75.5	77.7	77.7	517.9	517.9
Tourism Wayfinding Sign Program	5-18.08	225.0	175.0	50.0		50.0				50.0						
Traffic Calming Program	5-18.09	4,428.8	600.0								700.0	700.0	700.0	700.0	2,428.8	2,428.8
Total		16,958.0	5,739.1	1,818.6	500.0	1,318.6	934.3			384.3	2,622.8	2,622.8	1,492.7	1,492.7	5,284.9	5,284.9

### **Traffic Signal Controller Replacement Program**

The City operates and maintains 137 signalized intersections across the city, of which 25% are in excess of sixteen years and have reached the end of their service life. Of the remaining 98 traffic signal controllers, approximately 80 controllers are between 10 and 16 years old. The average expected service life of traffic signal controller equipment is 14 years. The implementation of this program is necessary to support upgrading the centralized traffic signal control system and implementing advanced Smart Signals on various corridors.

### **Smart Signal Implementation**

Council, in approving Report USDIR18-002, established funding for a series of Transportation studies and improvements including the development of a Signal System Update Program. Report IPSTR20-020 approved a Smart Signal Pilot Project on Lansdowne Street. This project will focus on funding the installation of field equipment necessary to implement a "Smart Traffic Signal" system across the city, where the traffic signals can detect prevailing traffic demands and traffic flow conditions in real time, and automatically adapt the signal settings to optimize the flow of traffic along major arterial roads. In 2023, work will continue with field implementation of new equipment which will allow for implementation of Smart Signal Technology at 20 intersections.

### **Traffic Safety Program**

Council, at their meeting of March 28, 2022, approved Report IPSTR22-003 Transportation Master Plan Phase 4 which included support for Road Safety as an infrastructure policy initiative. This project will promote and fund a multi-year Road Safety Strategy targeting Safe School Zones, Safe Neighbourhoods, Safety for Vulnerable Users, Safe Corridors, and Safe Intersections. Requested funding for 2023 will allow for the implementation of a city-wide program to enhance safety in school zones, including permanent 40km/h school zone speed limits, introduction of Community Safety Zones, installation of new signs, enhanced pavement markings, driver feedback signs, and an education and awareness campaign.

### **Traffic Signal Infrastructure**

This is a multi-year program to replace aged traffic signal equipment to meet minimum standards and control increasing maintenance costs. The condition of existing traffic signal infrastructure has reached high need for replacement. This program includes the replacement of poles, signal heads, pedestrian push buttons, detection equipment and mast arms. This project also includes upgrading traffic signal equipment to meet the needs of people with disabilities, including audible pedestrian signals and accessibility features. Each year intersections are identified for improvement, based on condition ratings and work programs and available funding.

### **Intersection Pedestrian Safety Enhancements**

This is a project to promote pedestrian safety by improving existing crosswalks at signalized intersections through the implementation of ladder pavement markings and countdown pedestrian signals. Each year intersections will be identified based on pedestrian volumes and work programs and will be set as funding permits.

Part 2  
2023 Operating and Capital (by Department)

**Traffic and Transportation – Other Capital Budget**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Traffic and Transportation																
Red Light Camera - Automated Speed Enforcement Feasibility	5-18.10	150.0		150.0		150.0	150.0									
Total		150.0		150.0		150.0	150.0									

**Red Light Camera – Automated Speed Enforcement Feasibility**

In April 2022, Council approved Report IPSTR22-003 Transportation Master Plan, which included a Road Safety Program that included the recommendation to undertake feasibility studies to consider implementation of Red Light Cameras and/or Automated Speed Enforcement Cameras. The proposed feasibility study will be a key component to understanding the value of a red-light camera and/or automated speed enforcement program within the City of Peterborough, including defining how many cameras the City should utilize, the locations where the cameras will have the greatest effect on drivers, the potential benefits of a program, and the financial costs / sustainability of the program.

An aspect of the following projects addresses Climate Mitigation.

**Climate Mitigation**

5-18.02	Traffic and Transportation	Smart Signal Implementation
5-18.06	Traffic and Transportation	Traffic Signal Uninterrupted Power Supply Equipment

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2023 Operating and Capital (by Department)

**Transportation Planning – Other Capital Budget**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services Transportation Planning																
TMP Implementation Projects	5-19.01	975.0	150.0	155.0		155.0				155.0	160.0	160.0	165.0	165.0	345.0	345.0
Transportation Planning Projects	5-19.02	538.2	247.2	48.8		48.8	48.8				49.5	49.5	60.3	60.3	132.4	132.4
Total		1,513.2	397.2	203.8		203.8	48.8			155.0	209.5	209.5	225.3	225.3	477.4	477.4

**Transportation Master Plan Implementation Projects**

Report IPSTR22-001 - Cycling Master Plan and Report IPSTR21-003 Transportation Master Plan Phase 4 were both approved by Council in April 2022, providing a framework for implementing multi-year plans to improve transportation and cycling across the City. Funding requested for 2023 will be used to complete feasibility studies and a potential Environmental Assessment Study for new walking / cycling infrastructure crossings of the Otonabee River.

An aspect of the following projects addresses Climate Mitigation.

**Climate Mitigation**

5-19.01 Transportation Planning TMP Implementation Projects  
5-19.02 Transportation Planning Transportation Planning Projects

Part 2  
2023 Operating and Capital (by Department)

**Environmental Services – Operating Budget**

The Environmental Protection section of this Division operates and maintains a Class 4 Wastewater Treatment Plant (WWTP), 13 sewage pumping stations, storm and sanitary sewer collection systems, an accredited laboratory, Centennial Fountain in Little Lake, as well as providing Water and Wastewater services to the Town of Millbrook. The Waste Management section of this Division manages the collection, processing and disposal programs/services for garbage, recyclables, green waste, large articles, hazardous waste, and electronic waste. It also manages the Peterborough County/City Waste Management Facility, the Material Recycling Facility, the Household Hazardous Waste Depot, and the Harper Road Composting Facility and is developing a new Source Separated Organics Program.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Environmental Services</b>					
<b>Expenditures</b>					
Environmental Protection	17,172,685	17,417,764	18,445,850	7.4%	1,273,165
Waste Management	14,015,273	14,222,769	15,575,391	11.1%	1,560,117
	<b>31,187,958</b>	<b>31,640,533</b>	<b>34,021,240</b>	<b>9.1%</b>	<b>2,833,282</b>
<b>Revenues</b>					
Environmental Protection	17,074,040	17,319,161	18,355,354	7.5%	1,281,313
Waste Management	7,475,463	7,485,710	8,084,175	8.1%	608,712
	<b>24,549,503</b>	<b>24,804,871</b>	<b>26,439,529</b>	<b>7.7%</b>	<b>1,890,025</b>
<b>Net Requirements</b>					
Environmental Protection	98,644	98,603	90,496	-8.3%	-8,149
Waste Management	6,539,810	6,737,059	7,491,216	14.5%	951,405
	<b>6,638,455</b>	<b>6,835,662</b>	<b>7,581,711</b>	<b>14.2%</b>	<b>943,257</b>

Part 2  
2023 Operating and Capital (by Department)

**Environmental Services – Environmental Protection Operating**

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Environmental Protection</b>					
<b>Expenditures</b>					
Wastewater Treatment	13,710,297	13,710,294	14,705,338	7.3%	995,040
Storm Water Collection	709,016	714,539	772,937	9.0%	63,921
Pumping Stations	209,692	209,690	215,890	3.0%	6,198
Sanitary Sewer Waste Water Collection	1,757,964	1,777,538	1,840,717	4.7%	82,753
Environmental Monitoring Program	392,771	562,100	415,132	5.7%	22,361
Centennial Fountain	98,644	98,603	90,496	-8.3%	-8,149
Cavan Monaghan Treatment Plant	294,299	345,000	405,339	37.7%	111,040
	<b>17,172,685</b>	<b>17,417,764</b>	<b>18,445,850</b>	<b>7.4%</b>	<b>1,273,165</b>
<b>Revenues</b>					
Wastewater Treatment	13,710,297	13,710,294	14,705,338	7.3%	995,040
Storm Water Collection	709,016	714,539	772,937	9.0%	63,921
Pumping Stations	209,692	209,690	215,890	3.0%	6,198
Sanitary Sewer Waste Water Collection	1,757,964	1,777,538	1,840,717	4.7%	82,753
Environmental Monitoring Program	392,771	562,100	415,132	5.7%	22,361
Cavan Monaghan Treatment Plant	294,299	345,000	405,339	37.7%	111,040
	<b>17,074,040</b>	<b>17,319,161</b>	<b>18,355,354</b>	<b>7.5%</b>	<b>1,281,313</b>
<b>Net Requirements</b>					
Centennial Fountain	98,644	98,603	90,496	-8.3%	-8,149
	<b>98,644</b>	<b>98,603</b>	<b>90,496</b>	<b>-8.3%</b>	<b>-8,149</b>

## Part 2

### 2023 Operating and Capital (by Department)

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All pumping stations, sanitary sewer collection systems and WWTP expenditures are funded from the sewer surcharge. Revenue from “extra strength” surcharge agreements, and hauled sewage from surrounding counties, will continue to offset the Environmental Monitoring Program and plant operating costs. The laboratory services internal departmental needs (e.g., City/County Landfill) complement its activities. The 2023 budget increase in Sewer Surcharge includes the fifth year of the ten-year implementation of the Water Resource Protection program. The Sewer Surcharge rate for 2023 has increased to 104.51% (2022 – 102.92%) of the water rate.

As of April 1, 2022, the City entered into a contract with the Township of Cavan Monaghan to operate both the WWTP and drinking water systems in the town of Millbrook. Prior to this, the City operated the WWTP, under contract to the Peterborough Utilities Group who had the contract with the Township.

#### Average Daily Flows at Wastewater Treatment Plant

##### 2016 – 2021

Description	2016	2017	2018	2019	2020	2021	2022
							estimate
Average Daily Flows (M <sup>3</sup> )	37,930	44,340	40,915	40,971	39,459	38,645	40,000
Million Gallons per Day	8.35	9.75	9.00	9.20	8.67	8.50	8.80

In 2022, the WWTP processed approximately 17 to 19 million cubic metres of sewage, and 60,000-110,000 cubic metres of landfill leachate. Flows to the Plant are influenced by the amount of rainfall and snowmelt.

Continued enhancements and maintenance to the sanitary sewer system will help mitigate extraneous flows, reduce the overall unwanted flows to the plant, and delay future costly expansions. A comprehensive preventative maintenance program on the sanitary sewer trunk mains will continue to provide safe and reliable conveyance of wastewater to the Plant for treatment. Regular storm sewer and catch basin cleaning will improve surface water drainage to reduce flooding on city streets. The majority of the existing pumping stations have either been or undergoing upgrades, as well as license upgrades to meet current environmental standards.

Part 2  
2023 Operating and Capital (by Department)

**Environmental Services - Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Environmental Services																
Effluent Disinfection Revitalization and Expansion	5-20.01	32,750.0	5,750.0	5,000.0	5,000.0						5,000.0		10,000.0		7,000.0	
WWTP Electrical Sub Station Replacement	5-20.02	3,410.0	410.0	3,000.0	3,000.0											
Replace Digester #1 and 2	5-20.03	7,500.0	5,500.0	2,000.0	2,000.0											
WWTP Equipment Upgrades and Replacements	5-20.04	7,638.0	1,683.0	1,040.0		1,040.0				1,040.0	1,115.0	1,115.0	1,200.0	1,200.0	2,600.0	2,600.0
Coal Tar Mitigation Action Plan	5-20.05	6,860.0	300.0	120.0		120.0				120.0	120.0	120.0	3,100.0	3,100.0	3,220.0	3,220.0
2022 Replace Programmable Logic Controller	5-20.06	1,205.9	73.0	74.8		74.8				74.8	76.7	76.7	78.6	78.6	902.7	902.7
Additional Hydro Excavation Truck	5-20.07	885.0									885.0	885.0				
Total		60,248.8	13,716.0	11,234.8	10,000.0	1,234.8				1,234.8	7,196.7	2,196.7	14,378.6	4,378.6	13,722.7	6,722.7

### **Effluent Disinfection Revitalization and Expansion**

The City currently disinfects effluent with a Trojan 3000 system that was installed in 1990's. The system is reaching the anticipated end of functional use. This project will include a review of all disinfection technologies to find the best fit for a new system. Funds approved in 2020 budget were for the development of drawings, tenders and ECA amendments and construction began in 2022.

### **WWTP Electrical Sub Station Replacement**

The electrical sub station at the WWTP is at the end of its useful life. Many parts of the original installation fail to meet current code requirements. Coupled with the fact that the co generation grounding pad needs repair, this project has become a priority. The 2023 budget request will fund replacement of the electrical sub station and grounding grid.

### **Replace Digester #1 and #2**

Digesters 1 and 2 are beyond their life expectancy. Replacement is required to avoid failure of this equipment. Replacing these two digesters with a single digester will improve operations. This project will also involve installation of a second heat exchanger which will provide redundancy in the system to mitigate risks of equipment failure. The 2023 budget request will fund the cleaning and inspection of the digesters followed by repair/replacement design and preparation of a tender.

### **WWTP Equipment Upgrades and Replacements**

This project includes the addition, replacement and preventative maintenance of equipment used at the Wastewater Treatment Plant and Sanitary Pumping Stations to ensure continued operations and compliance with environmental legislation.

### **Coal Tar Mitigation Action Plan**

The City owned and operated a facility known as the Peterborough Gas Works located at 70/72/80 Simcoe Street approximately 50 meters from the Otonabee River. Coal Tar seepage into the Otonabee River was identified in November of 2009 and the Ministry of the Environment requested the City to develop a remedial action plan to address this issue. Monitoring and remediation activities have been underway since 2010. An Environmental Management Plan has been accepted by the MECP. The implementation of the Environmental Management Plan began in 2022, and a clean-up plan to address the seepage will be developed to the satisfaction of the MECP.

### **Additional Hydro Excavation Truck**

The Wastewater Collections division (WWC) is currently following an Annual Sewer Maintenance Program (ASMP) in accordance with the Environmental Compliance Approval (ECA), O reg. 588, and the Environmental Protection Act that requires cleaning and CCTV of the city owned storm and sanitary wastewater system in its entirety spanning over a 6-year period. The updated requirements reduce this timeline down to a 5-year span, coming into effect in 2023. Additional equipment is required to meet the requirements and offer a significant savings over contracting out the services.

The 2023 Draft Budget includes a request for pre-commitment of \$885,000 of the 2024 capital budget for this project. With Council's approval of the pre-commitment of 2024 budget staff will be able to proceed with the procurement of the truck allowing sufficient time for it to be built and delivered in 2024.

### **Recommendation**

**That \$885,000 requirement in 2024 Capital funding be pre-committed for the Additional Hydro Excavation Truck.**

An aspect of the following project addresses Climate Mitigation.

<b>Climate Mitigation</b>
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5-20.02   Environmental Services   WWTP Electrical Sub Station Replacement
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Part 2  
2023 Operating and Capital (by Department)

**Environmental Services - Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Environmental Services																
Environmental Remediation	5-20.08	1,500.0	350.0	400.0		400.0				400.0	250.0	250.0	250.0	250.0	250.0	250.0
YPQ Environmental Monitoring and Remediation	5-20.09	4,025.0		368.0		368.0	368.0				375.0	375.0	382.0	382.0	2,900.0	2,900.0
400 Plastics Road	5-20.10	935.0	50.0	135.0		135.0				135.0	400.0	400.0	325.0	325.0	25.0	25.0
Former Nelson Landfill	5-20.11	8,237.0	2,237.0								3,000.0	1,000.0	3,000.0	1,000.0		
Harper Road Landfill	5-20.12	9,125.0	3,925.0								1,000.0	1,000.0	1,000.0	1,000.0	3,200.0	3,200.0
Total		23,822.0	6,562.0	903.0		903.0	368.0			535.0	5,025.0	3,025.0	4,957.0	2,957.0	6,375.0	6,375.0

**Environmental Remediation**

Frequently the City must perform timely investigation (Phase 1 & 2 Environmental Assessments) to support property acquisition decisions, emergent environmental issues, or management of existing City sites. Investigations to support these decisions require stable funding. Delays in these decisions could result in increased remediation requirements, liabilities, or MECP binding orders. This project will support the initial review and response to emergent environmental issues and sites with future remediation requirements addressed through the subsequent respective remediation projects.

## **YPQ Environmental Monitoring and Remediation**

In March 2015, The Ministry of Environment and Climate Change (MECC) advised the City of Peterborough that the Ministry's Monitoring and Reporting branch had completed sediment and surface water sampling surveys on and around the Peterborough Airport. The study identified elevated levels of PCB's at certain sampling sites, and suspected the elevated levels were from former landfill activities at the Peterborough Airport property. The identified areas of concern have been delineated laterally and vertically, and a risk assessment was completed in 2017 to identify solutions. In 2021, an Environmental Management Plan was prepared to identify monitoring and remediation activities and timelines for MECP acceptance. This project will address the agreed monitoring and remediation activities including consolidating, managing and ultimately remediating excess PCB and contamination. The Ministry of Environment, Conservation, and Parks (MECP) is monitoring City management and remediation of the site. The MECP has not issued a formal remediation order, however, has accepted the City's proposed monitoring and remediation activities in the YPQ Environmental Management Plan.

### **400 Plastics Road**

400 Plastics Road is the former Formax site. It is a contaminated industrial site for which the City is responsible to remediate. Phase 1 and 2 EA's have been completed. The Ministry of Environment, Conservation, and Parks (MECP) is monitoring City management and remediation of the site. The MECP require a monitoring and remediation plan, or they will issue an order. The funding in 2023 and beyond will support the monitoring, reporting and MECP negotiation. Upon MECP acceptance of the remediation proposal, remediation will be initiated to prepare the site for disposition to be used as future industrial land.

Part 2  
2023 Operating and Capital (by Department)

**Environmental Services - Waste Management – Operating Budget**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Waste Management</b>					
<b>Expenditures</b>					
Waste Disposal and Reduction - Administration	1,264,282	1,252,930	1,416,326	12.0%	152,043
Landfill Operation	4,928,703	4,884,990	5,212,651	5.8%	283,948
Solid Waste Collection	1,876,536	1,876,536	1,829,876	-2.5%	-46,659
Compost Site Operation	413,726	658,700	1,088,656	163.1%	674,931
Electronics Recycling	98,054	121,000	127,375	29.9%	29,321
Hazardous Waste Collection	393,953	393,946	410,727	4.3%	16,774
Large Article Pick-up	25,448	25,250	25,176	-1.1%	-272
Green Waste Collection	668,921	663,770	652,467	-2.5%	-16,453
Recycling Services	4,345,650	4,345,647	4,812,136	10.7%	466,486
	<b>14,015,273</b>	<b>14,222,769</b>	<b>15,575,391</b>	<b>11.1%</b>	<b>1,560,117</b>
<b>Revenues</b>					
Waste Disposal and Reduction - Administration	10,710	10,710	61,722	476.3%	51,012
Landfill Operation	4,865,253	4,863,000	5,284,753	8.6%	419,500
Compost Site Operation	45,000	55,000	125,000	177.8%	80,000
Electronics Recycling	50,000	53,000	61,000	22.0%	11,000
Hazardous Waste Collection	125,000	125,000	142,700	14.2%	17,700
Large Article Pick-up	15,500	15,000	16,000	3.2%	500
Recycling Services	2,364,000	2,364,000	2,393,000	1.2%	29,000
	<b>7,475,463</b>	<b>7,485,710</b>	<b>8,084,175</b>	<b>8.1%</b>	<b>608,712</b>
<b>Net Requirements</b>					
Waste Disposal and Reduction - Administration	1,253,572	1,242,220	1,354,604	8.1%	101,031
Landfill Operation	63,450	21,990	-72,102	-213.6%	-135,552
Solid Waste Collection	1,876,536	1,876,536	1,829,876	-2.5%	-46,659
Compost Site Operation	368,726	603,700	963,656	161.3%	594,931
Electronics Recycling	48,054	68,000	66,375	38.1%	18,321
Hazardous Waste Collection	268,953	268,946	268,027	-0.3%	-926
Large Article Pick-up	9,948	10,250	9,176	-7.8%	-772
Green Waste Collection	668,921	663,770	652,467	-2.5%	-16,453
Recycling Services	1,981,650	1,981,647	2,419,136	22.1%	437,486
	<b>6,539,810</b>	<b>6,737,059</b>	<b>7,491,216</b>	<b>14.5%</b>	<b>951,405</b>

Part 2  
2023 Operating and Capital (by Department)

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Waste Management includes the collection, processing and disposal programs/services for garbage, recyclables, green waste, large articles, hazardous waste, and electronic waste. This division also manages the Peterborough County/City Waste Management Facility, the Material Recycling Facility, the Household Hazardous Waste Depot and the Harper Road Composting Facility.

There are significant budget pressures due to uncertainty of commodity prices and lower recycling commodity capture rates. The current composting facility at Harper Road is slated to wind down operation in late 2023. The GROW (Green Resource Organics Works) Peterborough SSO (Source Separated Organics) collection and processing project is in the design and approval phase targeting 2023 construction, and commissioning with operations planned to commence in fall 2023.

The Province of Ontario continues with efforts to transition recycling program and cost responsibilities to the private sector under a full (100%) Extended Producer Responsibility (EPR) program, targeting January 1, 2024 implementation for the City. However, to date, the private sector has not provided further details towards this transition. Household Hazardous Waste stewardship transition to full industry funding (EPR) commenced in October 2021 with transition throughout 2022.

**Peterborough County/City Waste Management Facility**

On July 1, 2002, the City and the County signed an agreement whereby the County became an equal partner in the ownership and operation of the Peterborough

County/City Waste Management Facility (the Bensfort site). Under the terms of the ownership agreement with the County, all expenditures (operating and capital), and revenues are shared on a 50:50 basis.

Projected tipping fees for 2023 are budgeted at \$4.9 million (2022 - \$4.5 million).

The County will contribute \$2.6 million (2022 - \$2.5) towards the gross costs of the landfill operation and receive approximately \$2.45 million (2022 - \$2.3) in revenues for a net cost to the County of \$0.15 million (2022 - \$0.2).

The 2023 contribution to the Waste Management Reserve Fund (WMRF) is \$750,000 (2022 - \$710,000). In addition, the City will contribute \$227,000 to a Landfill Closure and Post-Closure Reserve, the same as in 2022.

The City waste diversion rate for 2021 was 52%. New, more challenging diversion opportunities continue to be investigated, including polystyrene, organics, reuse, carpeting, and textiles, as well as initiatives related to hard-to-recycle plastic items.

**Waste Management Reserve – Long-term Projections**

To ensure the long-term ability of the WMRF to support the Waste management Capital program staff projects the ten-year contributions and draws that affect the Waste Management Reserve Fund as shown on the following chart.

Part 2  
2023 Operating and Capital (by Department)

**Waste Management Program – Operating Revenue and Expenditure Projections (2023 – 2032)**

Waste Management Program Revenues & Expenditures 2023 to 2028									
Ref C1	Description C2	Comments	Total 2023 to 2032 C3	2023 Projected C4	2024 Projected C5	2025 Projected C6	2026 Projected C7	2027 Projected C8	2028 - 2032 Projected C9
1	<b>OPERATING BUDGET</b>								
2	<u>Net Expenditures (Excluding Tipping Fees)</u>								
3	Net Sharable Landfill Operation (exluding Tipping fees)		57,168,649	5,221,049	5,325,500	5,432,000	5,540,600	5,651,400	29,998,100
4	Administration		4,135,304	377,604	385,200	392,900	400,800	408,800	2,170,000
5	Solid Waste Collection		20,036,376	1,829,876	1,866,500	1,903,800	1,941,900	1,980,700	10,513,600
6	Household Hazardous Waste		2,935,327	268,027	273,400	278,900	284,500	290,200	1,540,300
7	Waste Electronic and Electrical Equipment		727,175	66,375	67,700	69,100	70,500	71,900	381,600
8	Recycling Services		26,488,736	2,419,136	2,467,500	2,516,900	2,567,200	2,618,500	13,899,500
9	Composting Site		10,552,656	963,656	982,900	1,002,600	1,022,700	1,043,200	5,537,600
10	Large Article Pickup		100,976	9,176	9,400	9,600	9,800	10,000	53,000
11	Green Waste Collection		7,143,867	652,467	665,500	678,800	692,400	706,200	3,748,500
12	Contribution to Closure & Post Closure Reserve		2,270,000	227,000	227,000	227,000	227,000	227,000	1,135,000
13	Contribution to WMRF		8,850,000	750,000	900,000	900,000	900,000	900,000	4,500,000
14	Sub-total - Net Expenditures (Excluding Tipping Fees)		140,409,066	12,784,366	13,170,600	13,411,600	13,657,400	13,907,900	73,477,200
15	County Share of Landfill Operations (50%)		28,584,325	2,610,525	2,662,750	2,716,000	2,770,300	2,825,700	14,999,050
16	City ONLY - Waste Water Reserve Recovery / GHG Credit / County Admin f		2,469,500	225,500	230,000	234,600	239,300	244,100	1,296,000
17	<b>Subtotal</b>		<b>109,355,241</b>	<b>9,948,341</b>	<b>10,277,850</b>	<b>10,461,000</b>	<b>10,647,800</b>	<b>10,838,100</b>	<b>57,182,150</b>
	<u>Tipping Fees Revenues</u>								
18	City		24,570,127	2,457,127	2,457,000	2,457,000	2,457,000	2,457,000	12,285,000
19	County		24,570,127	2,457,127	2,457,000	2,457,000	2,457,000	2,457,000	12,285,000
20	<b>Total Tipping Fee Revenues</b>		<b>49,140,253</b>	<b>4,914,253</b>	<b>4,914,000</b>	<b>4,914,000</b>	<b>4,914,000</b>	<b>4,914,000</b>	<b>24,570,000</b>
21	Net Waste Management Tax Levy Requirement		84,785,158	7,491,216	7,820,857	8,003,965	8,190,787	8,381,148	44,897,185
22	Increase/(Decrease) in Garbage Tax Rates				3.40%	1.30%	1.30%	1.30%	1.30%
23	<b>Total Net City Revenues</b>		<b>109,355,284</b>	<b>9,948,342</b>	<b>10,277,857</b>	<b>10,460,965</b>	<b>10,647,787</b>	<b>10,838,148</b>	<b>57,182,185</b>

Part 2  
2023 Operating and Capital (by Department)

**Waste Management Program Capital Expenditures and WMRF Projected Balances (2023 to 2032)**

Waste Management Program Revenues & Expenditures 2023 to 2028									
Ref C1	Description C2	Comments	Total 2023 to 2032 C3	2023 Projected C4	2024 Projected C5	2025 Projected C6	2026 Projected C7	2027 Projected C8	2028 - 2032 Projected C9
1	<b>Capital Expenditures</b>								
2									
3	<b>Projects appearing in 2023 &amp; after capital documents (Net City Costs)</b>								
4	Peterborough Landfill Site		725,000	0	0	0	0	0	725,000
5									
6	<b>Previously approved Project Debt servicing costs</b>								
7	No Debt issued against WMRF								
8									
9	<b>Previously approved not issued Project Debt servicing costs</b>								
10		Issue date							
11	17-141 Construction & Transfer of Leaf Yard proj 16-032	2023	1,459,987	0	162,221	162,221	162,221	162,221	811,104
12	19-011 Construction & Transfer of Leaf Yard proj 16-032	2024	730,344	0	0	91,293	91,293	91,293	456,465
13	21-150 Source Separated Organics 19-107	2026	1,095,516	0	0	0	0	182,586	912,930
14	Open	0	0	0	0	0	0	0	0
15	Open	0	0	0	0	0	0	0	0
16									0
17									0
18	<b>Debt Fin Projects appearing in 2023 &amp; after capital documents</b>								
19	2023 budget								
20	Peterborough Landfill Site	2026	415,383	0	0	0	0	69,231	346,153
21	Source separated Organics	2026	2,076,332	0	0	0	0	346,055	1,730,277
22									0
23									
24									
25									
26	<b>Total City Capital Expenditure</b>		<b>6,502,563</b>	<b>0</b>	<b>162,221</b>	<b>253,514</b>	<b>253,514</b>	<b>851,386</b>	<b>4,981,929</b>
27									
28	<b>WMRF Projected Cash Flow</b>								
29	Beginning Surplus (Deficit)		-2,261,648	-2,261,648	-1,511,648	-773,869	-127,382	519,104	567,718
30									
31	Contribution From Operations		8,850,000	750,000	900,000	900,000	900,000	900,000	4,500,000
32	Issuance of Debt		0						0
33	Required Capital Outlay		-6,502,563	0	-162,221	-253,514	-253,514	-851,386	-4,981,929
34									
35	<b>Ending Surplus (Deficit)</b>		<b>85,789</b>	<b>-1,511,648</b>	<b>-773,869</b>	<b>-127,382</b>	<b>519,104</b>	<b>567,718</b>	<b>85,789</b>

**Waste Management Tax Rate for Exempt Properties**

Properties that are exempt from property taxes, such as churches and schools, except for their portion of the Waste Management costs are taxed at a rate that is associated with only the Waste Management costs. This rate is calculated in the same manner as regular property taxes, except limited to total Waste Management costs. The Waste Management rate for 2023 is calculated to be 0.0654840% (0.0605040% in 2022).

Part 2  
2023 Operating and Capital (by Department)

**Environmental Services – Waste Management - Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Infrastructure and Planning Services																
Waste Management																
Source Separated Organics Program Implementation	5-21.01	21,150.0	13,530.6	7,619.4	5,685.9	1,933.5				1,933.5						
Peterborough Landfill Site	5-21.02	26,654.5	20,319.5	2,275.0	1,137.5	1,137.5				1,137.5	2,610.0				1,450.0	725.0
Total		47,804.5	33,850.1	9,894.4	6,823.4	3,071.0				3,071.0	2,610.0				1,450.0	725.0

**Source Separated Organics Program Implementation**

**The Resource Recovery and Circular Economy Act, 2016** will mandate resource recovery of food and organic waste through a landfill ban forcing the implementation of an Organics Program in Peterborough by 2023. The diversion of organics from the landfill to a processing facility will extend the landfill life and create a valuable product. In September 2019, the City received a Federal Grant for 40% funding to support the costs of implementing an organics program and engineered compost facility.

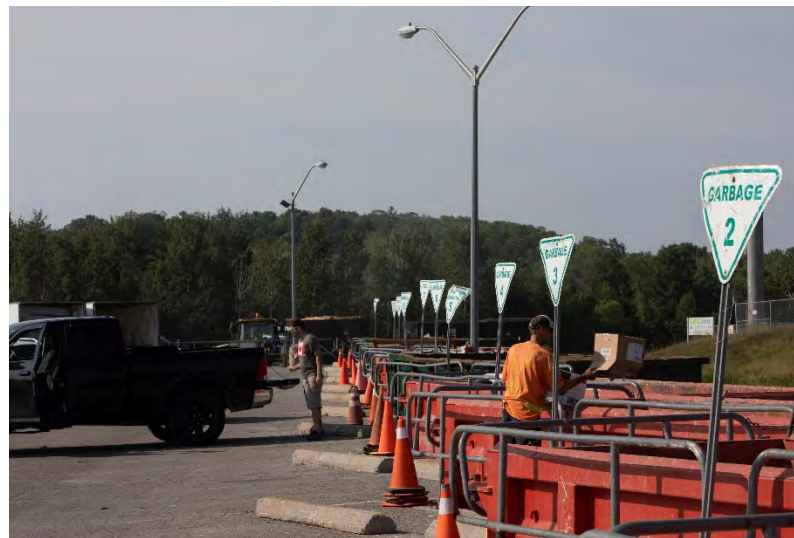
In considering Report IPSES19-010, Council approved establishing a \$15.3M project budget, including a pre-commitment of Capital funding of \$1,700,000 in 2022 and \$1,769,414 in 2023. The City has also received \$6,110,586 from the Low Carbon Economy Fund (LCEF) for the project. With the escalation of construction material and labour costs recently, the detailed design efforts underway suggest that additional funding will be required in the 2023 budget to support the construction costs.

### **Peterborough Landfill Site**

The City and County entered into an agreement on July 1, 2002, to jointly own and operate the Peterborough County/City Waste Management Facility and share all costs and revenues on a 50-50 basis. Cell 2 of the North Fill Area is expected to be capped in 2021, with Cell 3 continuing to receive waste for approximately two more years. Cell 4 design and construction began in 2020. The 2023 capital project includes expanding landfill gas collection system, Cell 4 construction completion, disposal of excess soil, public drop-off concrete and bin rehabilitation, preventative maintenance on the leachate collection and transport system, and Neal Drive Odour Control Facility.

An aspect of the following projects addresses Climate Mitigation.

<b>Climate Mitigation</b>		
5-21.01	Waste Management	Source Separated Organics Program Implementation
5-21.02	Waste Management	Peterborough Landfill Site



## Community Services Departmental Summary - Operating Budget

The Community Services Department includes the following: Arenas, Arts, Culture and Heritage (which includes the Art Gallery of Peterborough, Heritage Preservation Office, Peterborough Museum and Archives and Peterborough Public Library), Recreation (which includes the Marina, Beavermead Campground and Peterborough Sport and Wellness Centre), Social Services, Community Development, and the Community Grants program.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Community Services</b>					
<b>Expenditures</b>					
Community Service Administration	2,543,127	2,543,127	2,717,785	6.9%	174,658
Arts, Culture and Heritage	6,163,737	6,098,401	6,257,626	1.5%	93,889
Arenas	5,910,526	5,944,465	6,179,457	4.6%	268,931
Recreation	5,294,026	4,760,663	5,661,833	6.9%	367,807
Social Services	82,602,360	92,000,402	99,116,969	20.0%	16,514,609
	<b>102,513,776</b>	<b>111,347,057</b>	<b>119,933,669</b>	<b>17.0%</b>	<b>17,419,893</b>
<b>Revenues</b>					
Community Service Administration	501,987	501,987	570,940	13.7%	68,953
Arts, Culture and Heritage	934,124	833,879	910,699	-2.5%	-23,425
Arenas	3,693,234	3,622,996	3,817,574	3.4%	124,340
Recreation	4,244,608	3,360,509	4,448,681	4.8%	204,073
Social Services	70,928,225	80,225,973	87,111,562	22.8%	16,183,336
	<b>80,302,179</b>	<b>88,545,343</b>	<b>96,859,455</b>	<b>20.6%</b>	<b>16,557,276</b>
<b>Net Requirements</b>					
Community Service Administration	2,041,140	2,041,140	2,146,845	5.2%	105,705
Arts, Culture and Heritage	5,229,613	5,264,522	5,346,927	2.2%	117,314
Arenas	2,217,292	2,321,469	2,361,883	6.5%	144,591
Recreation	1,049,418	1,400,154	1,213,152	15.6%	163,735
Social Services	11,674,134	11,774,429	12,005,407	2.8%	331,273
	<b>22,211,597</b>	<b>22,801,713</b>	<b>23,074,214</b>	<b>3.9%</b>	<b>862,617</b>

Part 2  
2023 Operating and Capital (by Department)

## Community Services Departmental Summary – Capital Budget

### Tangible Capital Budget Summary 2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Summary																
Museum	6-1	532.0													532.0	532.0
Library	6-2	6,993.5	150.2	690.6		690.6	55.0	220.2		415.5	757.3	757.3	719.7	719.7	4,675.6	4,675.6
Art Gallery	6-3	18,840.0	140.0								100.0	100.0	6,550.0	3,550.0	12,050.0	10,050.0
Arenas	6-4	7,233.1	598.1	310.0		310.0	15.0			295.0	1,120.0	1,120.0	930.0	930.0	4,275.0	4,275.0
Recreation	6-5	14,698.2	2,225.2	1,150.0	370.0	780.0				780.0	4,500.0	4,392.0	2,782.0	2,672.0	4,041.0	3,578.0
Arts Culture and Heritage	6-6	335.0		60.0		60.0				60.0	275.0	275.0				
Peterborough Sport and Wellness	6-8	75.0		75.0		75.0				75.0						
Total		48,706.8	3,113.5	2,285.6	370.0	1,915.6	70.0	220.2		1,625.5	6,752.3	6,644.3	10,981.7	7,871.7	25,573.6	23,110.6

Part 2  
2023 Operating and Capital (by Department)

**Community Services Departmental Summary – Other Capital Budget Summary**

**Other Capital Budget Summary**

2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Summary																
Museum	6-1	90.0	10.0	10.0		10.0	10.0				10.0	10.0	10.0	10.0	50.0	50.0
Arenas	6-4	240.0		240.0		240.0			240.0							
Recreation	6-5	500.0	175.0	75.0		75.0				75.0	75.0	75.0	75.0	75.0	100.0	100.0
Arts Culture and Heritage	6-6	5,719.4	1,287.9	380.8		380.8	380.8				479.1	479.1	240.5	240.5	3,331.1	3,331.1
Social Services	6-7	57,665.0	10,690.0	1,243.0	903.0	340.0	87.6	124.3		128.1	1,428.0	407.4	1,738.0	531.3	42,566.0	9,651.3
Total		64,214.4	12,162.9	1,948.8	903.0	1,045.8	478.4	124.3	240.0	203.1	1,992.1	971.5	2,063.5	856.7	46,047.1	13,132.4

Part 2  
2023 Operating and Capital (by Department)

**Community Services Administration - Operating Budget**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Community</b>					
<b>Expenditures</b>					
Office of Community Services Commissioner	362,030	362,030	386,738	6.8%	24,707
Community Project Grants	20,350	20,350	20,655	1.5%	305
Community Investment Grants	212,642	212,642	215,832	1.5%	3,190
Artspace	36,743	36,743	37,294	1.5%	551
Peterborough Aides Resource Network	7,419	7,419	7,530	1.5%	111
Community Care Peterborough	28,125	28,125	28,547	1.5%	422
Little Lake Musicfest	121,130	121,130	122,947	1.5%	1,817
Ptbo Folk Festival	21,771	21,771	22,098	1.5%	327
Native Learning Program	3,177	3,177	3,225	1.5%	48
Community Race Relations Committee	43,024	43,024	43,669	1.5%	645
CPD Funding	13,265	13,265	13,464	1.5%	199
Showplace	141,602	141,602	143,726	1.5%	2,124
Canadian Canoe Museum	108,362	108,362	108,362	0.0%	0
Peterborough Lions Club	28,125	28,125	28,547	1.5%	422
Peterborough Green Up	200,045	200,045	203,046	1.5%	3,001
Ptbo Agriculture Society	82,580	82,580	83,819	1.5%	1,239
Community Service Grant to Hutchison House	43,994	43,994	44,654	1.5%	660
Community Service Grant to Kawartha Food Share	33,758	33,758	34,265	1.5%	507
New Canadian Centre	48,892	48,892	49,652	1.6%	760
Market Hall	80,337	80,337	81,542	1.5%	1,205
Drug Strategy	32,660	32,660	33,647	3.0%	987
Cons - Transfer to GPA EDC	40,600	40,600	38,791	-4.5%	-1,809
Peterborough Architectural Conservation Advisory Committee	18,038	18,038	18,309	1.5%	271
Community Development Program	814,458	814,458	947,426	16.3%	132,968
	<b>2,543,127</b>	<b>2,543,127</b>	<b>2,717,785</b>	<b>6.9%</b>	<b>174,658</b>
<b>Revenues</b>					
Peterborough Green Up - WWRF	47,930	47,930	48,649	1.5%	719
Community Development Program	454,057	454,057	522,291	15.0%	68,234
	<b>501,987</b>	<b>501,987</b>	<b>570,940</b>	<b>13.7%</b>	<b>68,953</b>

Part 2  
2023 Operating and Capital (by Department)

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Net Requirements</b>					
Office of Community Services Commissioner	362,030	362,030	386,738	6.8%	24,707
Community Project Grants	20,350	20,350	20,655	1.5%	305
Community Investment Grants	212,642	212,642	215,832	1.5%	3,190
Artspace	36,743	36,743	37,294	1.5%	551
Peterborough Aides Resource Network	7,419	7,419	7,530	1.5%	111
Community Care Peterborough	28,125	28,125	28,547	1.5%	422
Little Lake Musicfest	121,130	121,130	122,947	1.5%	1,817
Ptbo Folk Festival	21,771	21,771	22,098	1.5%	327
Native Learning Program	3,177	3,177	3,225	1.5%	48
Community Race Relations Committee	43,024	43,024	43,669	1.5%	645
CPD Funding	13,265	13,265	13,464	1.5%	199
Showplace	141,602	141,602	143,726	1.5%	2,124
Canadian Canoe Museum	108,362	108,362	108,362	0.0%	0
Peterborough Lions Club	28,125	28,125	28,547	1.5%	422
Peterborough Green Up	152,115	152,115	154,397	1.5%	2,282
Ptbo Agriculture Society	82,580	82,580	83,819	1.5%	1,239
Community Service Grant to Hutchison House	43,994	43,994	44,654	1.5%	660
Community Service Grant to Kawartha Food Share	33,758	33,758	34,265	1.5%	507
New Canadian Centre	48,892	48,892	49,652	1.6%	760
Market Hall	80,337	80,337	81,542	1.5%	1,205
Drug Strategy	32,660	32,660	33,647	3.0%	987
Cons - Transfer to GPA EDC	40,600	40,600	38,791	-4.5%	-1,809
Peterborough Architectural Conservation Advisory Committee	18,038	18,038	18,309	1.5%	271
Community Development Program	360,401	360,401	425,135	18.0%	64,734
	<b>2,041,140</b>	<b>2,041,140</b>	<b>2,146,845</b>	<b>5.2%</b>	<b>105,705</b>

### **Community Project and Investment Grants**

The Community Services Department administers and coordinates the City's Community Grants program, in support of local non-profit, community-based organizations that provide direct programs, services, or activities that enhance the quality of life for Peterborough residents in the areas of social services and health, arts, culture, heritage, recreation, or the environment.

The Community Project Grant program, budgeted at \$20,655, provides grants ranging from \$250 to \$1,000 to informal not-for-profit organizations located within the geographic boundaries of the City. Annual applications are reviewed through a competitive process by a staff Grant Review Committee, which recommends funding awards for Council approval.

The Community Investment Grant Program, budgeted at \$215,832, provides grants ranging from \$1,000 up to \$15,000 as matching funds to incorporated, not-for-profit organizations that are located within the geographic boundaries of the City. There is an annual competitive application process in which eligible organizations can apply for funding. Applications are reviewed by a Council-appointed Grant Review Committee, which recommends funding awards for Council approval.

### **Community Service Grants**

The City's Community Services Grant program was created in 2006 to bring together all of the local charities and not-for-profit organizations that are currently receiving City funding through transfers, operating grants or designated as Municipal Capital Facilities. This program focuses on organizations providing services that are typically provided by the municipality, on behalf of the municipality. Typically, funding levels exceed \$15,000 and should not exceed more than 25% of the organization's annual budget. The unique funding arrangement is often supported with a formal service agreement. This program has received a 1.5% increase in the 2023 budget.

### **Community Development Program**

The Community Development Program (CDP) continues to improve the well-being of residents in the City and County through the delivery of projects, information, referrals, and support to enhance social development and fill service gaps.

The 2-year contract of the Diversity, Equity and Inclusion Officer ends on July 5, 2023. This position is being recommended to become full-time permanent and to be a 50/50 cost share between the City and County. The salary and benefits cost of \$63,825 have been included for in the budget for 2023 for the period after the contract ends. A Heritage Canada Grant has been received to fund \$50,000 of expenses for implementation funding of the Community Safety and Well-being Plan.

Part 2  
2023 Operating and Capital (by Department)

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The budget for the Daily Meal and Drop-in Service currently provided by One Roof increased by \$19,000 to \$257,000 as per the terms of the agreement. This is 100% funded by the City.

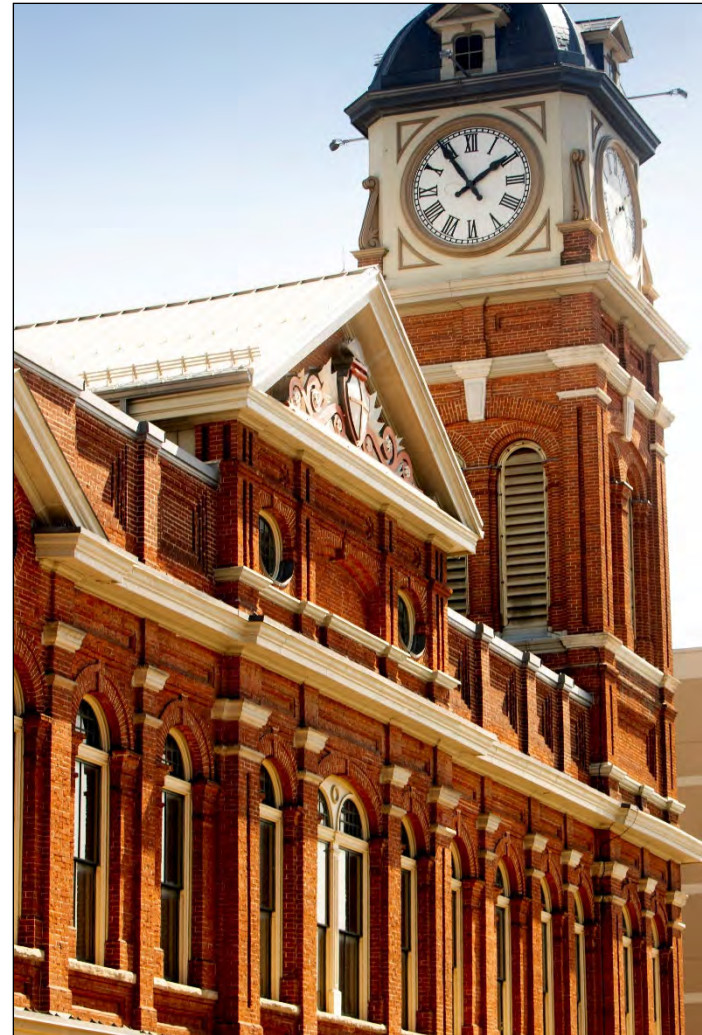
Implementation of the Age-friendly Peterborough Plan continues with projects and programs that engage, educate, and inform older adults on issues that are important to their health and wellbeing.

Funding support is being provided to the Ontario 211 (\$22,470) and Kawartha Food Share food security programs (\$21,865) on a 50/50 City/County cost share. Funding to Community Care Peterborough (\$22,303) and the New Canadians Centre (\$14,784) is paid 100% by the City. This funding is reviewed on an annual basis.

**Recommendations**

**That any surplus funds at the end of 2023 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements.**

**That any unused Community Development Program net budget at the end of 2023 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year end position and that, if actual 2023 Community Development costs exceed the 2023 Budget, funds may be drawn from the Reserve.**



Part 2  
2023 Operating and Capital (by Department)

**Arts, Culture and Heritage - Operating Budget**

The Arts, Culture and Heritage Division is responsible for the provision of arts, culture, heritage, the Municipal Cultural Plan, cultural facilities, services, and resources.

<b>City of Peterborough</b>					
<b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Arts, Culture and Heritage</b>					
<b>Expenditures</b>					
Arts, Culture and Heritage Administration	307,928	311,504	279,599	-9.2%	-28,329
Heritage Preservation Office	551,870	531,870	559,251	1.3%	7,382
PACAC	4,200	5,000	4,336	3.2%	136
Museum	961,630	938,472	980,552	2.0%	18,922
Art Gallery	937,592	900,421	933,451	-0.4%	-4,141
Library	3,400,517	3,411,133	3,500,436	2.9%	99,918
	<b>6,163,737</b>	<b>6,098,401</b>	<b>6,257,626</b>	<b>1.5%</b>	<b>93,889</b>
<b>Revenues</b>					
Arts, Culture and Heritage Administration	40,000	40,000		-100.0%	-40,000
Heritage Preservation Office	12,800	26,000	15,000	17.2%	2,200
PACAC	4,200	5,000	4,336	3.2%	136
Museum	265,053	245,430	273,453	3.2%	8,400
Art Gallery	369,215	328,495	388,504	5.2%	19,289
Library	242,856	188,954	229,406	-5.5%	-13,450
	<b>934,124</b>	<b>833,879</b>	<b>910,699</b>	<b>-2.5%</b>	<b>-23,425</b>
<b>Net Requirements</b>					
Arts, Culture and Heritage Administration	267,928	271,504	279,599	4.4%	11,671
Heritage Preservation Office	539,070	505,870	544,251	1.0%	5,182
Museum	696,577	693,042	707,099	1.5%	10,522
Art Gallery	568,377	571,926	544,947	-4.1%	-23,429
Library	3,157,661	3,222,179	3,271,030	3.6%	113,368
	<b>5,229,613</b>	<b>5,264,522</b>	<b>5,346,927</b>	<b>2.2%</b>	<b>117,314</b>

### **Arts Culture and Heritage Administration**

The Arts, Culture and Heritage Division is responsible for the provision of arts, culture, heritage, the Municipal Cultural Plan, cultural facilities, services, and resources. In 2023, the budget includes funding for: education and awareness of the City's Public Art program, strategic goals and direction for the Arts, Culture and Heritage Committee, and a proposed update of the Municipal Cultural Plan goals and objectives for the next five years.

### **Heritage Preservation Office**

The Heritage Preservation Office (HPO) is responsible for the Heritage Property Tax Relief Program (HPTRP) heritage designation, archaeological investigations, supporting PACAC, Doors Open and preserving the City's built heritage. The HPO advises Council and liaises with staff on issues relating to built heritage, designations, and the Heritage Register. The Heritage Hunt and Doors Open programs are returning to in person for 2023.

### **PACAC**

The Peterborough Architectural Conservation Advisory Committee (PACAC) is a legislated committee of council which advises on matters relating to the conservation of the community's built heritage, including listing and designation of properties under the Ontario Heritage Act, alterations to heritage buildings, reviewing planning applications relating to heritage resources, participating in municipal planning exercises relating to heritage matters, and public education programming such as Doors Open Peterborough and the Heritage Hunt.

### **Peterborough Museum & Archives**

As an integral part of the collective memory of the community, the Peterborough Museum & Archives preserves, presents, and promotes the heritage and culture of Peterborough and area, and also provides other significant heritage programs for the education and enjoyment of both visitors and residents. The 2023 Museum Operating Budget reflects the delivery of standard services and operations. It is anticipated that the Museum will gradually return to pre-pandemic delivery standards as pandemic-related restrictions ease.

## Art Gallery

The Art Gallery of Peterborough (AGP), incorporated in 1974, is a Registered Charity Public Art Gallery dedicated to exhibiting and collecting contemporary Canadian visual works of art with a focus on artists practicing within the local region. Exhibitions are enhanced with talks, tours, publications, and education programs. Funds are generated from memberships, government grants, donations, sponsorships, fundraising, Gallery Shop, education programs, and touring exhibits. The AGP has received supplementary provincial funding through the OAC's Arts Recovery Fund as well as the Canada Council and Canadian Heritage intended to offset loss of revenue as well as invest in improvements that will help stabilize and sustain the organization during recovery from the effects of the pandemic. The AGP is now fully operational after the pandemic restrictions and rebuilding volunteer support to assist with activities and events and it is anticipated that revenue from fees and donations will increase for 2023.

## Library



The Library's 2023 budget sees a continued return to pre-pandemic service levels with minimal adjustments for operating costs. An internal staffing reorganization was implemented in 2022 to shift focus to a service-centric model. The Library is seeing an increase in technology costs associated with software licenses and product subscription fees. The costs associated with library book vendors and digital collections have also increased, largely due to publisher agreements and the fluctuating exchange rate of the US dollar. There has been a notable increase in digital collection usage since 2020.

The DelaFosse library branch has permanently closed. A new library branch will be included in the Arena and Aquatics Complex at Morrow Park. The costs to operate the DelaFosse branch have been removed from this budget and will need to be included in future budgets once the new branch opens at Morrow Park in 2024.

Part 2  
2023 Operating and Capital (by Department)

**Arts Culture and Heritage – Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services																
Arts Culture and Heritage																
Repairs to Citizens War Memorial	6-6.01	260.0		60.0		60.0				60.0	200.0	200.0				
Wall of Honour Names Addition	6-6.02	75.0									75.0	75.0				
Total		335.0		60.0		60.0				60.0	275.0	275.0				



Part 2  
2023 Operating and Capital (by Department)

**Arts Culture and Heritage – Other Capital Budget**

**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Arts Culture and Heritage																
Downtown Heritage Conservation District Plan	6-6.03	251.8	101.8	150.0		150.0	150.0									
Municipal Cultural Plan	6-6.04	2,406.8	563.8	143.0		143.0	143.0				150.0	150.0	100.0	100.0	1,450.0	1,450.0
Public Art	6-6.05	2,770.8	622.3	87.8		87.8	87.8				89.1	89.1	90.5	90.5	1,881.1	1,881.1
Heritage Neighbourhood Study	6-6.06	170.0									120.0	120.0	50.0	50.0		
Places of Faith Adaptive Reuse Study	6-6.07	120.0									120.0	120.0				
Total		5,719.4	1,287.9	380.8		380.8	380.8				479.1	479.1	240.5	240.5	3,331.1	3,331.1

**Downtown Heritage Conservation District Plan**

In 2022, Council approved an allocation of \$100,000 to conduct a study of the city's historic commercial core area to determine the suitability of the downtown as a heritage conservation district. The study identifies the boundaries of the proposed district, recommends objectives for the Plan and creates a statement of the historic significance of the area through historic research architectural and streetscape design analysis. Council approved the next step of this Plan through Report CSACH22-012.

### **Municipal Cultural Plan**

This project will update the existing plan and provide a framework for future support of arts, culture and heritage. It will review completed actions and identify new actions and initiatives for the division for the next five years. A portion of this project will be transferred to Electric City Culture Council (EC3) and \$50,000 will be used for hiring a consultant to update the MCP. This funding for EC3 was pre-committed by Council of \$92,000 for 2023 and \$100,000 for 2024 and a continued contribution of \$25,000 for EC3 to operate Artsweek with approval of Report CSACH22-011.

An aspect of the following project addresses Climate Mitigation.

<b>Climate Mitigation</b>
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6-6.03     Arts Culture and Heritage
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Downtown Heritage Conservation District Plan
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Part 2  
2023 Operating and Capital (by Department)

**Museum – Capital Budget**

**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Museum																
Museum - Exhibition Renewal Project	6-1.01	532.0													532.0	532.0
Total		532.0													532.0	532.0

An aspect of the following project addresses Climate Adaptation and Mitigation.

<b>Climate Adaptation and Climate Mitigation</b>		
6-1.02	Museum	Museum - Reconciliation

Part 2  
2023 Operating and Capital (by Department)

**Museum – Other Capital Budget**

**Other Capital Budget Summary**

2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Museum																
Museum - Reconciliation	6-1.02	40.0	10.0	10.0		10.0	10.0				10.0	10.0	10.0	10.0		
Museum - Strategic Plan	6-1.03	50.0													50.0	50.0
Total		90.0	10.0	10.0		10.0	10.0				10.0	10.0	10.0	10.0	50.0	50.0



Part 2  
2023 Operating and Capital (by Department)

**Library – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Library																
2023 Collections Acquisitions	6-2.01	6,679.1		690.6		690.6	55.0	220.2		415.5	705.0	705.0	719.7	719.7	4,563.8	4,563.8
Book Kiosk	6-2.02	314.4	150.2								52.3	52.3			111.8	111.8
Total		6,993.5	150.2	690.6		690.6	55.0	220.2		415.5	757.3	757.3	719.7	719.7	4,675.6	4,675.6

**Collections Acquisition**

The library maintains a zero-growth practice for the physical collection. For every item purchased, an equivalent one is withdrawn. Collection growth and expansion is managed through the purchase of electronic resources and the downloadable collection. Circulation statistics have shown a marked increase and demonstrate a growing use of the electronic collection, particularly e-audiobooks. Increasing item costs, publisher restrictions, exchange rates and licencing for digital formats make meeting demands challenging.

Part 2  
2023 Operating and Capital (by Department)

**Art Gallery – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Community Services Art Gallery																	
Art Gallery of Peterborough (AGP) Facility	6-3.01	18,840.0	140.0								100.0	100.0	6,550.0	3,550.0	12,050.0	10,050.0	
Total		18,840.0	140.0								100.0	100.0	6,550.0	3,550.0	12,050.0	10,050.0	



Part 2  
2023 Operating and Capital (by Department)

**Arenas - Operating Budget**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Arenas</b>					
<b>Expenditures</b>					
Kinsmen Arena	1,132,779	1,136,960	1,197,926	5.8%	65,147
Healthy Planet Arena	1,545,657	1,559,455	1,558,606	0.8%	12,949
Memorial Centre	2,214,280	2,199,708	2,269,815	2.5%	55,535
10092 - Urban Park	70,668	101,200	205,969	191.5%	135,301
	<b>4,963,384</b>	<b>4,997,323</b>	<b>5,232,315</b>	<b>5.4%</b>	<b>268,931</b>
<b>Revenues</b>					
Kinsmen Arena	857,635	856,335	899,802	4.9%	42,167
Healthy Planet Arena	1,331,162	1,270,368	1,393,170	4.7%	62,008
Memorial Centre	1,498,937	1,493,543	1,502,452	0.2%	3,515
10092 - Urban Park	5,500	2,750	22,150	302.7%	16,650
	<b>3,693,234</b>	<b>3,622,996</b>	<b>3,817,574</b>	<b>3.4%</b>	<b>124,340</b>
<b>Net Revenues Before Debt Charges</b>					
Kinsmen Arena	275,144	280,625	298,124	8.4%	22,980
Healthy Planet Arena	214,495	289,087	165,436	-22.9%	-49,059
Memorial Centre	715,343	706,165	767,363	7.3%	52,020
10092 - Urban Park	65,168	98,450	183,819	182.1%	118,651
	<b>1,270,150</b>	<b>1,374,327</b>	<b>1,414,741</b>	<b>11.4%</b>	<b>144,591</b>
<b>Arena Debt Charges</b>					
Memorial Centre	947,142	947,142	947,142	0.0%	0
Total Debt Charges	<b>947,142</b>	<b>947,142</b>	<b>947,142</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirement</b>	<b>2,217,292</b>	<b>2,321,469</b>	<b>2,361,883</b>	<b>6.52%</b>	<b>144,591</b>

## Part 2

### 2023 Operating and Capital (by Department)

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The Arenas Division provides a wide range of programming and events that appeal to all members of the community and encourages tourist visits. The Division strives to efficiently manage all facilities and maximize use by providing affordable and attractive facilities that staff and the community can be proud of, resulting in an increase of event organizers choosing Peterborough for their events.

The Division continues to reflect an increase in programming and activities in the 2023 budget following the return of community programming and ticketed events in 2022.

The requirement to exchange the summer floor and ice schedules between Kinsmen Arena and Healthy Planet Arena (HPA) continues in 2023 to accommodate the replacement of refrigeration plant and arena floor/boards. The HPA operating budget includes the cost for replacement tables and chairs of \$20,000.

The 2023 Operating Budget for Urban Park includes a full year of operations following the fall 2022 opening.

Morrow Park 2023 Operating Budget reflects a \$30,000 reduction in lease revenue from Kawartha Gymnastics Club moving from the Bicentennial Building. The current condition of this building allows it to be utilized as a warehouse facility for PMC operating equipment. Alternate uses would require extensive renovations of existing electrical, plumbing and HVAC services. Future planning for this facility is incorporated under the Morrow Park Redevelopment Project that includes the review of the centre portion of Morrow Park as guided by the Morrow Park Master Plan Design Study.

### **Recommendation**

**That any surplus funds at the end of 2023 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases.**

Part 2  
2023 Operating and Capital (by Department)

**Arenas – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Arenas																
Ice Resurfacers - All Arenas	6-4.01	1,260.0		180.0		180.0				180.0	360.0	360.0	180.0	180.0	540.0	540.0
Facility Upgrades - Memorial Centre	6-4.02	2,308.1	408.1	100.0		100.0				100.0	550.0	550.0	150.0	150.0	1,100.0	1,100.0
Equipment Replacement - Arena Division	6-4.03	310.0	65.0	30.0		30.0	15.0			15.0	60.0	60.0			155.0	155.0
Facility Upgrade - Community Arenas	6-4.04	3,355.0	125.0								150.0	150.0	600.0	600.0	2,480.0	2,480.0
Total		7,233.1	598.1	310.0		310.0	15.0			295.0	1,120.0	1,120.0	930.0	930.0	4,275.0	4,275.0

### Ice Resurfacers – All Arenas



Ice resurfacers are replaced on a rotating basis and based on life cycle analysis. This plan ensures reliable ice resurfacing is carried out to maintain quality ice surfaces, improve air quality and emissions, and ensure reliability of back-up machines to avoid service disruptions. The estimated life of an ice resurfacer is approximately 10 years for primary machines, at which point replacement is recommended. The transition to electric machines begins in 2023 with the request for the City's first electric resurfacing machine. Utilizing electric equipment has been adopted by many municipalities and facilities across the Province as the performance of machines has improved to equal that of fuel powered equipment. The transition eliminates resurfacing green house gas emissions and lowers facility fuel consumption. The current price per electric machine is approximately double that of a natural gas-powered unit.

### Facility Upgrades – Memorial Centre

Performing regular upgrades will assist to maintain the quality and efficiency of the arena facility. For 2023, this project will fund a Tiered Seating Replacement Program to replace seating for specific tiered seating sections. Existing seating that is removed will be used for replacement parts on other seats that are in need of repair.

An aspect of the following project addresses Climate Adaptation and Mitigation

Climate Adaptation and Climate Mitigation		
6-4.01	Arenas	Ice Resurfacers - All Arenas

Part 2  
2023 Operating and Capital (by Department)

**Arenas – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Arenas																
PMC Ticket System Software	6-4.05	240.0		240.0		240.0			240.0							
Total		240.0		240.0		240.0			240.0							

**PMC Ticket System Software**

The current automated ticketing system has been in place since 2006 renewing on 3- or 5-year terms. The most recent 2021 upgrade transitioned to a new version of the software in a "hosted" environment, reducing hardware to be maintained or purchased and eliminating the requirement to provide on-site servers to store data, enabling the ability to adapt to future modern software features. A business review will be undertaken in 2023 that may result in a change of software providers to be in place in advance of the current agreement expiry date of July 31, 2024.

Part 2  
2023 Operating and Capital (by Department)

**Recreation - Operating Budget**

This Division includes the cost of providing the necessary staff and resources for the planning, supervision, promotion/marketing, and evaluation of a variety of recreation services and the operation of various recreation facilities, including community development and assistance activities, outdoor facilities, direct delivery programs and special event projects.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Recreation Facilities and Programs</b>					
<b>Expenditures</b>					
Recreation Facilities and Program Delivery	2,486,060	2,168,199	3,104,599	24.9%	618,539
Peterborough Sport and Wellness Centre	2,807,966	2,592,464	2,557,234	-8.9%	-250,732
	5,294,026	4,760,663	5,661,833	6.9%	367,807
<b>Revenues</b>					
Recreation Facilities and Program Delivery	1,436,642	1,140,249	1,891,447	31.7%	454,805
Peterborough Sport and Wellness Centre	2,807,966	2,220,260	2,557,234	-8.9%	-250,732
	4,244,608	3,360,509	4,448,681	4.8%	204,073
<b>Net Requirements</b>					
Recreation Facilities and Program Delivery	1,049,418	1,027,950	1,213,152	15.6%	163,735
Peterborough Sport and Wellness Centre	0	372,204	0	0.0%	0
	1,049,418	1,400,154	1,213,152	15.6%	163,735



### **Marina, Beavermead, Naval Memorial Park Complex**

The 2023 operating budget for the Marina includes the non-tangible capital asset cost of \$20,000 for replacing the existing coin-operated washer and dryer with commercial units that utilize a card-reader system, eliminating cash handling or cash storage in the facility. \$25,000 has been included in the 2023 Marina operating budget for contracted overnight security staff services to address the increase in vandalism and security issues.

Naval Memorial Park Complex completed renovations in 2022 for the admiralty hall building, which continues to function as a multi-use complex. In 2023, the Naval Memorial Park Complex is scheduled within the budget to complete a Master Plan for the property to properly plan for future usage of the site.

The acquisition of the McDonnell Street Community Centre will provide an additional multi-use complex focusing on adult leisure, inter-generational and certification workshops, community partnerships agreements, and facility rentals. If the acquisition proceeds, the expected agreement will include a partnership with the Peterborough Lawn Bowling Club, which would continue the operation of the lawn greens, existing leagues, and programs. Staff continue to work with the Club on the framework of an operating agreement but has been included in the budget in anticipation of it being finalized in early 2023 to ensure the Recreation Division can operate the building effectively once the purchase is finalized.

In response to funding support requests related to the post-pandemic recovery, the division budget includes \$50,000 approved through Council report CSRS22-003 for funding for the community garden program and \$25,000 for funding of the Canada Day and Victoria Day Fireworks.

### **Recommendation**

**That any surplus funds at the end of 2023 for the Marina be transferred to the Marina Reserve to be used for future capital improvements.**

### **Recommendation**

**That any surplus funds at the end of 2023 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements.**

### **Peterborough Sport and Wellness Centre**

As the community recovers from the pandemic, there is a continued anticipated impact on overall membership revenue, with a slight increase in membership projected for 2023. All expenses continue to adjust to reflect the overall reduction in membership revenue, including an anticipated reduction in maintenance-related expenses for the aquatic centre due to the replacement of the Wellness Centre HVAC Equipment.

The focus for the 2023 operations will continue to adjust the delivery model due to COVID-19, including continued review of enhanced cleaning, focus on membership growth and engagement, and adaptation of our program model.

Program changes will include new family and children member classes, which are included in the family and children membership options, providing a more comprehensive range of programs for children and families to access. Sport and Fitness programs will continue to focus on indoor-outdoor program mix and utilizing the nature trails unique to the Fleming College grounds. New adult leisure programs will be introduced to the overall program model to help address social isolation and program affordability resulting from the pandemic's impacts.

### **Recommendation**

**That any surplus funds at the end of 2023 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements.**

Part 2  
2023 Operating and Capital (by Department)

**Recreation – Capital Budget**

**Tangible Capital Budget Summary**

2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Recreation																
Parks and Open Space Rejuvenation	6-5.01	5,629.8	659.8	770.0	370.0	400.0				400.0	700.0	592.0	700.0	590.0	2,800.0	2,337.0
Portable Stage	6-5.02	200.0		200.0		200.0				200.0						
Parks and Open Space Strategy	6-5.03	110.0		110.0		110.0				110.0						
Recreation Division Vehicle	6-5.04	90.0		45.0		45.0				45.0					45.0	45.0
Marina Dock Security Gate	6-5.05	25.0		25.0		25.0				25.0						
Del Crary Park Upgrade	6-5.06	6,550.0	100.0								3,700.0	3,700.0	2,000.0	2,000.0	750.0	750.0
Beavermead Campground Park Implementation	6-5.07	2,073.4	1,465.4								80.0	80.0	82.0	82.0	446.0	446.0
Marina Septic System Replacement	6-5.08	20.0									20.0	20.0				
Total		14,698.2	2,225.2	1,150.0	370.0	780.0				780.0	4,500.0	4,392.0	2,782.0	2,672.0	4,041.0	3,578.0

### **Parks and Open Space Rejuvenation**

On February 18, 2020, City Council adopted, in principle, the Assessment of Parks and Open Spaces document and the Parks

Development Standards document presented in Report CSRS20-003. That Assessment provided an evaluation of the quality and functionality of established Neighbourhood Parks and identified 10 priority Neighbourhood Parks in need of rejuvenation. This project will bring these parks identified as most in need of upgrades, up to standard. Two parks are planned for 2023.

### **Portable Stage**

The Fred Anderson Stage, located at Del Cray Park has reached the end of its useful life and it is necessary to replace it. To provide space for annual events, such as Peterborough Musicfest, to continue their operations an alternative structure is required. In 2022, a mobile stage was rented for the 2022 season to address this need. Through this process it was determined that a mobile stage met the needs of permitted groups and would provide an alternative option to the replacement of the stage in the short term. This would also provide an additional revenue source as a mobile stage could be permitted to interested groups.

### **Parks and Open Space Strategy**

Building on the work completed in the Municipal Parks and Open Space Study and Vision 2025, a review is in progress that began in 2021 through 2022 to update some areas of the parks' assessment and review selected types of outdoor park facilities. On February 18, 2020 Council adopted, in principle, the Assessment of Parks and Open Spaces document and the Park Development Standards document presented in Report CSRS20-003 as planning tools to shape policies and influence priorities related to municipal parks and open space.

There are a total of 22 different types of outdoor recreation facilities combined into 11 facility provision strategies. To further guide implementation and determine long-range capital planning requirements through research and public engagement, additional detail is required to expand upon the highest priority of facility provision strategies. Each strategy will provide an assessment of facilities and a map that illustrates facility location and distribution and will report on what is known about current unmet/anticipated demand and recommendations to improve existing facilities and expand the number of new facilities to meet the anticipated full build-out population of the city.

Part 2  
2023 Operating and Capital (by Department)

**Recreation – Other Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services Recreation																
Sports Tourism Sponsorship	6-5.09	500.0	175.0	75.0		75.0				75.0	75.0	75.0	75.0	75.0	100.0	100.0
Total		500.0	175.0	75.0		75.0				75.0	75.0	75.0	75.0	75.0	100.0	100.0



Part 2  
2023 Operating and Capital (by Department)

**Peterborough Sports and Wellness Centre – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Community Services Peterborough Sport and Wellness Centre																	
PSWC Gymnasium Floor	6-8.01	75.0		75.0		75.0				75.0							
Total		75.0		75.0		75.0				75.0							



Part 2  
2023 Operating and Capital (by Department)

**Social Services – Operating Budget**

The Social Services Division provides the personnel, corporate administration and other client program and support costs to deliver financial assistance, life stabilization, homelessness, housing, and children's services programs in the City and County of Peterborough.

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Social Services</b>					
<b>Expenditures</b>					
Social Assistance	40,993,833	41,098,469	42,069,845	2.6%	1,076,013
Children's Services	18,151,431	25,331,456	34,623,986	90.8%	16,472,555
Housing & Homelessness	24,124,945	26,242,198	23,090,986	-4.3%	-1,033,959
	<b>83,270,209</b>	<b>92,672,123</b>	<b>99,784,818</b>	<b>19.8%</b>	<b>16,514,609</b>
<b>Revenues - County Contribution</b>					
Social Assistance	845,563	880,171	861,663	1.9%	16,100
Children's Services	784,378	787,560	693,650	-11.6%	-90,728
Housing & Homelessness	6,187,787	6,170,433	6,325,704	2.2%	137,917
	<b>7,817,728</b>	<b>7,838,164</b>	<b>7,881,017</b>	<b>0.8%</b>	<b>63,289</b>
<b>Revenues - Provincial &amp; Other</b>					
Social Assistance	35,806,722	35,806,722	36,745,128	2.6%	938,406
Children's Services	15,774,529	22,930,953	32,456,331	105.8%	16,681,802
Housing & Homelessness	12,197,096	14,321,855	10,696,935	-12.3%	-1,500,161
	<b>63,778,347</b>	<b>73,059,530</b>	<b>79,898,394</b>	<b>25.3%</b>	<b>16,120,047</b>
<b>Net Requirements</b>					
Social Assistance	4,341,548	4,411,576	4,463,054	2.8%	121,506
Children's Services	1,592,524	1,612,943	1,474,005	-7.4%	-118,519
Housing & Homelessness	5,740,062	5,749,910	6,068,348	5.7%	328,286
	<b>11,674,134</b>	<b>11,774,429</b>	<b>12,005,407</b>	<b>2.8%</b>	<b>331,273</b>

Part 2  
2023 Operating and Capital (by Department)

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Social Assistance</b>					
<b>Expenditures</b>					
Ontario Works Administration	10,546,500	10,651,136	10,402,356	-1.4%	-144,143
Ontario Works Mandatory Benefits	28,643,390	28,643,390	29,828,848	4.1%	1,185,458
Discretionary Benefits	1,593,943	1,593,943	1,628,641	2.2%	34,698
Poverty Reduction Initiatives	70,000	70,000	70,000	0.0%	0
Homemakers and Nurses	140,000	140,000	140,000	0.0%	0
	<b>40,993,833</b>	<b>41,098,469</b>	<b>42,069,845</b>	<b>2.6%</b>	<b>1,076,013</b>
<b>Revenues - County Contribution</b>					
Ontario Works Administration	793,997	828,605	811,097	2.2%	17,100
Discretionary Benefits	34,666	34,666	34,666	0.0%	0
Poverty Reduction Initiatives	11,900	11,900	11,900	0.0%	0
Homemakers and Nurses	5,000	5,000	4,000	-20.0%	-1,000
	<b>845,563</b>	<b>880,171</b>	<b>861,663</b>	<b>1.9%</b>	<b>16,100</b>
<b>Revenues - Provincial &amp; Other</b>					
Ontario Works Administration	5,912,950	5,912,950	5,631,200	-4.8%	281,750
Ontario Works Mandatory Benefits	28,643,390	28,643,390	29,828,848	4.1%	1,185,458
Discretionary Benefits	1,138,382	1,138,382	1,173,080	3.0%	34,698
Homemakers and Nurses	112,000	112,000	112,000	0.0%	0
	<b>35,806,722</b>	<b>35,806,722</b>	<b>36,745,128</b>	<b>2.6%</b>	<b>938,406</b>
<b>Net Requirements</b>					
Ontario Works Administration	3,839,553	3,909,581	3,960,059	3.1%	120,506
Discretionary Benefits	420,895	420,895	420,895	0.0%	0
Poverty Reduction Initiatives	58,100	58,100	58,100	0.0%	0
Homemakers and Nurses	23,000	23,000	24,000	4.3%	1,000
	<b>4,341,548</b>	<b>4,411,576</b>	<b>4,463,054</b>	<b>2.8%</b>	<b>121,506</b>

Part 2  
2023 Operating and Capital (by Department)

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Children's Services</b>					
<b>Expenditures</b>					
Children's Services Administration	663,422	673,066	769,189	15.9%	105,768
CS - Core Funding	13,202,981	14,106,446	13,847,262	4.9%	644,281
CWELCC	0	5,954,010	15,235,482	0.0%	15,235,482
Early Learning Child Care	792,960	998,649	1,067,212	34.6%	274,252
EarlyON Child and Family Centres	1,262,727	1,355,987	1,387,067	9.8%	124,340
Directly Operated Child Care	2,229,341	2,243,298	2,317,773	4.0%	88,432
	<b>18,151,431</b>	<b>25,331,456</b>	<b>34,623,986</b>	<b>90.8%</b>	<b>16,472,555</b>
<b>Revenues - County Contribution</b>					
Children's Services Administration	123,727	126,909	53,018	-57.1%	-70,709
CS - Core Funding	482,061	482,061	467,454	-3.0%	-14,607
Directly Operated Child Care	178,590	178,590	173,178	-3.0%	-5,412
	<b>784,378</b>	<b>787,560</b>	<b>693,650</b>	<b>-11.6%</b>	<b>-90,728</b>
<b>Revenues - Provincial &amp; Other</b>					
Children's Services Administration	288,492	288,492	603,509	109.2%	315,017
CS - Core Funding	11,742,189	12,645,654	12,386,469	5.5%	644,280
CWELCC	0	5,954,010	15,235,482	0.0%	15,235,482
Early Learning Child Care	792,960	998,649	1,067,212	34.6%	274,252
EarlyON Child and Family Centres	1,262,727	1,355,987	1,387,067	9.8%	124,340
Directly Operated Child Care	1,688,161	1,688,161	1,776,592	5.2%	88,431
	<b>15,774,529</b>	<b>22,930,953</b>	<b>32,456,331</b>	<b>105.8%</b>	<b>16,681,802</b>
<b>Net Requirements</b>					
Children's Services Administration	251,203	257,665	112,662	-55.2%	-138,540
CS - Core Funding	978,731	978,731	993,339	1.5%	14,608
Directly Operated Child Care	362,590	376,547	368,003	1.5%	5,413
	<b>1,592,524</b>	<b>1,612,943</b>	<b>1,474,005</b>	<b>-7.4%</b>	<b>-118,519</b>

Part 2  
2023 Operating and Capital (by Department)

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Housing &amp; Homelessness</b>					
Expenditures					
Housing Administration	970,987	976,409	970,984	0.0%	-4
Peterborough Housing Corporation	3,861,060	3,861,060	3,918,976	1.5%	57,916
Rent Supplement Programs	2,187,068	2,163,955	2,310,000	5.6%	122,932
Non Profit and Native Housing Providers	7,015,000	7,015,000	6,875,142	-2.0%	-139,858
Housing Resource Centre	450,000	450,000	456,750	1.5%	6,750
Homeless Prevention Program	4,698,271	4,698,271	6,734,490	43.3%	2,036,219
Homelessness	2,155,378	4,286,582	0	-100.0%	-2,155,378
Home for Good	228,928	228,928	0	-100.0%	-228,928
Housing Access Peterborough	86,782	90,522	97,260	12.1%	10,478
Special Program Funding - DOOR	250,000	250,000	0	-100.0%	-250,000
Special Program Funding - IAH	2,221,471	2,221,471	1,727,386	-22.2%	-494,085
	<b>24,124,945</b>	<b>26,242,198</b>	<b>23,090,986</b>	<b>-4.3%</b>	<b>-1,033,959</b>
Revenues - County Contribution					
Housing Administration	473,963	473,963	540,838	14.1%	66,875
Peterborough Housing Corporation	1,688,304	1,688,304	1,742,779	3.2%	54,474
Rent Supplement Programs	988,538	988,538	985,316	-0.3%	-3,222
Non Profit and Native Housing Providers	2,602,967	2,602,967	2,612,347	0.4%	9,380
Housing Resource Centre	177,600	177,600	182,000	2.5%	4,400
Homeless Prevention Program	156,188	156,188	208,250	33.3%	52,062
Homelessness	52,062	34,708	0	-100.0%	-52,062
Housing Access Peterborough	48,164	48,164	54,174	12.5%	6,010
	<b>6,187,787</b>	<b>6,170,433</b>	<b>6,325,704</b>	<b>2.2%</b>	<b>137,917</b>
Revenues - Provincial & Other					
Housing Administration	-117,000	-103,872	0	-100.0%	117,000
Peterborough Housing Corporation	819,070	753,085	790,109	-3.5%	-28,961
Rent Supplement Programs	-437,068	-479,940	-541,030	23.8%	-103,962
Non Profit and Native Housing Providers	2,324,969	2,324,969	2,185,111	-6.0%	-139,858
Housing Resource Centre	-130,000	-130,000	-130,000	0.0%	0
Homeless Prevention Program	3,854,316	3,854,316	5,323,300	38.1%	1,468,984
Homelessness	1,814,274	3,975,274	0	-100.0%	-1,814,274
Home for Good	228,928	228,928	0	-100.0%	-228,928
Special Program Funding - DOOR	250,000	250,000	0	-100.0%	-250,000

Part 2  
2023 Operating and Capital (by Department)

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
Special Program Funding - IAH	2,221,471	2,221,471	1,727,385	-22.2%	-494,086
<b>Net Requirements</b>	<b>12,197,096</b>	<b>14,321,855</b>	<b>10,696,935</b>	<b>-12.3%</b>	<b>-1,500,161</b>
Housing Administration	380,024	398,574	430,146	13.2%	50,121
Peterborough Housing Corporation	1,353,686	1,419,671	1,386,088	2.4%	32,403
Rent Supplement Programs	761,462	695,477	783,654	2.9%	22,192
Non Profit and Native Housing Providers	2,087,064	2,087,064	2,077,684	-0.4%	-9,380
Housing Resource Centre	142,400	142,400	144,750	1.7%	2,350
10736 - Homeless Prevention Program	687,767	687,767	1,202,940	74.9%	515,173
Homelessness	289,042	276,600	0	-100.0%	-289,042
Housing Access Peterborough	38,618	42,358	43,086	11.6%	4,468
Special Program Funding - IAH	0	0	1	0.0%	1
	<b>5,740,062</b>	<b>5,749,910</b>	<b>6,068,348</b>	<b>5.7%</b>	<b>328,286</b>

### **Social Services Costs allocated based on formulas set out in the Consolidated Municipal Services Management Agreement with the County of Peterborough**

The Municipal Costs are allocated to the City and County based on formulas that are set out in the Consolidated Municipal Services Management Agreement between the City and the County. The current agreement expires December 31, 2024.

#### **Social Services**

In 2023, the Social Services Division will continue to work on several existing and new initiatives. Some of the significant items that will have or may have budget implications are the following:

- Implementing the Canada-wide Early Learning and Child Care program (CWELCC)
- Addressing ongoing pressures on existing systems, including emergency shelters (continuous high volumes, staffing shortages), affordable housing, and childcare (available spaces, attraction and retention of qualified staff, etc.).
- Addressing the end of Social Service Relief Fund (SSRF) Provincial COVID-19 funding December 31, 2022
- Affordable housing operations and development will be transferred to the new Municipal Services Corporation
- Implementing new flexibilities given to municipalities for Community Housing
- Developing strategies for the End of Operating Agreements in Community Housing

#### **Social Assistance**

Ontario Works (OW) Administration covers administrative and client program costs of Social Assistance such as staffing, office space, supplies, services, and programs to prepare clients for referrals to local employment services.

From 2019-2022 and again in 2023, the province is freezing the Program Delivery Funding to municipalities for OW at 2018 actual expenditures (less \$1.6 million reduction with move to EST prototype municipality). In 2023, the Province is planning to release a new funding model to support OW administration.

The City of Peterborough continues to implement significant changes in the administration of the Ontario Works (OW) program as a prototype site for the province-wide transformation of social assistance. Full implementation of the Social Assistance Renewal Plan was delayed in early 2022. The Renewal Plan includes shifting the shared responsibilities for OW and the Ontario Disabilities Support Program (ODSP) at both the provincial and municipal levels. Municipalities will case manage and collaborate with a range of community partners to provide stability supports and discretionary benefits as well as the full range of other municipal benefits. The Province will provide financial supports, financial controls, and back-end supports that can be centralized.

## Part 2

### 2023 Operating and Capital (by Department)

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Municipal work will be completed with a person-centred lens, connecting services, and navigating broader needs such as childcare, housing, physical, mental health, and addictions supports. Technology improvements expand client access to digital service channels including texting, email, and on-line while maintaining walk-in services. More flexible options create opportunities for services outside the traditional office setting.

From January 2021 until March 2022, 1,973 clients were referred to Employment Ontario service providers for job search and job placement supports.

The 2021 OW actual caseload average was 2,768, and the 2022 budgeted average caseload is 3,300. Due to the COVID-19 pandemic and the impact of the Canadian Emergency Response Benefit (CERB) and other financial supports being extended late into 2021, the average caseload remained lower. The average caseload for the

#### **Discretionary Benefits**

The provincial funding for Discretionary Benefits caps the total eligible amount for all discretionary benefits at \$10 per OW and ODSP case per month. Any costs above the \$10 per case per month is covered 100% by the Municipality. For 2023, the city is contributing \$385,695 to City Discretionary Benefits, no change from 2022. Staff continue to review the Discretionary Benefit program to find cost savings as recommended in the KPMG audit while continuing to best service clients.

first nine months of 2022 is 3,095. 2023 average caseload has been set at 3,350 as numbers are expected to increase across the province.

The City/County cost share of municipal expenses will remain at 83%/17%. This cost share applies to OW Administration.

#### **Ontario Works Mandatory Benefits**

Ontario Works mandatory benefits are paid to clients if they meet eligibility requirements. These benefits include but are not limited to shelter, basic allowance, temporary care, diabetic and surgical supplies, medical transportation, pregnancy and nutritional allowance, and special diet. Mandatory benefits are funded 100% by the province.

#### **Children's Services**

The City is the Service System Manager for Children's Services in the City and County. As such, the Division plans, manages, and oversees many provincial programs. The provincial programs include fee subsidy, special needs resourcing, expansion planning, EarlyON Child and Family Centres, Canada-Ontario Early Learning Child Care (ELCC), Licensed Home Child Care Base Funding, and other funding programs to financially support local Early Years and licensed childcare programs and capacity building.

## Part 2

### 2023 Operating and Capital (by Department)

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Cost sharing with the County on the municipal costs are determined by the licensed childcare spaces in the city and the county. There has been a slight increase of spaces in the city and a slight reduction in the county. As a result, for 2023, the cost share is 68% City, and 32% County, a change from 2022 of 67% City and 33% County.

In April 2022, the Provincial and Federal governments jointly announced the Canada-Wide Early Learning and Child Care (CWELCC) plan. This plan will provide financial support to Childcare agencies to reduce the parental cost for childcare agencies that opt-in to CWELCC. The roll out of CWELCC is incremental. Funding received by the City is to be used towards achieving the objectives of:

- 1) Providing a 25% fee reduction retroactive to April 1, 2022, building to a 52.75% reduction in average parental costs for licensed childcare by the end of the calendar year 2022 and reaching an average parent fee of \$10 a day by 2025-26 for licensed childcare spaces
- 2) Addressing barriers to provide inclusive childcare; and
- 3) Valuing the early childhood workforce and providing them with training and development opportunities.

This new funding will also focus on the expansion of the number of licenced childcare spaces. Staff have been working with community partners to provide the first-year funding to childcare agencies.

In June 2022, Council approved the directly operated childcare programs opting in to the CWELCC program. By

the end of 2022, all fees for children 0-5 years of age will be reduced by 52.75% of the fees as of March 27, 2022. Kindergarten-aged fees will be reduced to a minimum of \$12 per day. Fees for the school-aged programs for children 6-12 years of age will be increased by 2% as they are not included in the CWELCC program.

In 2022, some Children's Services administration funding was cost shared at a rate of 50/50 with municipalities and the threshold for allowable Children's services administration funding was reduced from 10% to 5%. With the introduction of the CWELCC, the Province moved administration funding back to the 10% threshold to support the additional municipal workload associated with CWELCC.

In 2022, the City received \$1,262,727 in EarlyON (EO) Child and Family Centre funding. This program is 100% provincially funded and it is anticipated that in 2023 this funding will increase to \$1,387,067.

### **Housing and Homelessness**

The City of Peterborough is the provincially designated Consolidated Municipal Service Manager (CMSM) for Housing and Homelessness Services in the city and county. This responsibility includes:

- a portfolio of approximately 2,000 social housing units in the city and county (1,569 of the units are Rent Geared to Income units)

## Part 2

### 2023 Operating and Capital (by Department)

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- management, administration, and program compliance of 16 independent non-profit providers and Peterborough Housing Corporation (PHC)
- management, collaborative planning, administration, and program compliance for homelessness programs
- working toward ending homelessness through a coordinated and collaborative community-wide system response
- ensuring access to Social Housing using a centralized wait list, and
- completion of an annual Housing and Homelessness plan progress report.

Housing and Homelessness services are also responsible to plan, administer and fund housing options from shelters to affordable housing. Increasing pressures since the pandemic continue to highlight the need to provide safe and housing-focused shelter, prevent homelessness and find innovative permanent housing solutions.

## **Funding**

Housing and Homelessness services are funded by the province with the balance cost shared between the City and County. The Consolidated Municipal Service Manager Agreement uses the previous year's weighted average current value assessment to calculate the city-county proportionate housing share. Homelessness funding; however, from the County is capped at \$208,250 annually.

As of April 1, 2022, provincial homelessness funding was consolidated under the Homelessness Prevention Program (HPP). HPP combined the funding from the Community Homelessness Prevention Program (CHPI), Home for Good, and the Strong Communities rent supplement. HPP offers more flexibility and continues the Strong Communities rent supplement program, which was due to expire in 2023. The funding allocation has not been confirmed beyond March 31, 2023.

Since April 2020, the City of Peterborough has received five one-time allocations of Social Services Relief Funding (SSRF) from the province. This funding will end on December 31, 2022, while the issues related to homelessness worsen. SSRF funding allowed the City to offer:

- Overflow shelter services twenty-four hours per day/seven days per week
- An isolation location with enhanced security services, food, transportation, and harm reduction services
- Rental assistance to prevent evictions
- Support the shelters with additional staffing, wage

enhancements, cleaning, and personal protective equipment

- Additional Housing Support workers in the system
- Additional enhanced security around the neighbourhood
- Increased Housing Stability funds
- Minor repairs for landlord engagement and retention in the community

The capital projects this funding has supported include:

- Funding of a developer on Rubidge Street to build eight affordable housing units
- Addition of two affordable housing units at the Mount Community Centre
- Purchase of All Saint's property with seven three-bedroom units

## **Affordable and Social Housing**

Senior government funding is used to construct affordable rental housing, and assist low-income households through rent supplements, loans, and grants.

**Rent Supplements and Housing Stability Fund (HSF)**

Rent supplements and housing stability funds are an important part of life stabilization and supporting residents to retain their housing, hence preventing, and diverting individuals from experiencing homelessness. The 2023 draft budget contains an additional allocation to address increased demand for HSF funds.

City staff have been working with Peterborough Housing Corporation (PHC) to secure housing units in the McRae

Phase 2 project. This is a collaboration with Peterborough Regional Health Centre (PRHC), VON, Ontario Health East, PHC, and Social Services. Fifteen units will be dedicated to house individuals from the Homelessness By-Name Priority list. An amount of \$445,000 in rent supplements and supports have been allocated to the budget for permanent housing for 55 to 60 individuals. An additional \$200,000 is requested in rent supplements in the 2023 budget to support this new initiative.

## **Homelessness**

Homelessness funding has various service contracts with local partners as part of a homelessness system response. The system continues to experience financial pressures related to increased demand, exponential increases in the cost of housing, low incomes, low vacancy rates, and individuals with increasingly complex social and health presentations. The strategic direction is towards creating permanent housing and effective diversion practices across partners, while balancing the need for emergency responses.

### **Emergency Shelters**

Shelter usage remains high at the emergency shelters with the depth of need experienced by individuals accessing the system increasing.

The City currently funds 106 shelter beds:

- 32 at Brock Mission shelter
- 12 at Cameron House
- 30 at YES Shelter
- 32 at Overflow Shelter program on Wolfe Street

With the discontinuation of SSRF funding after the end of 2022, costs for the operation of the Overflow shelter will require 100% municipal funding as well as the isolation shelter and its services.

## **Homeless Enumeration**

The Ministry of Municipal Affairs and Housing (MMAH) requires each service manager to conduct a homeless enumeration every two years. The United Way of Peterborough and District receives federal homelessness funding and is required to do a point in time count every two years. The count was completed in December of 2021, and there were 47, up from four in 2016 who are experiencing outdoor homelessness.

### **Social Services Reserve**

The Social Services General Assistance Reserve continues to fund projects and deal with system pressures, especially in Homelessness.

### **Overall – Net City/County Share**

Overall, the County's net share of the Social Services operating budget has increased by \$63,289 or 0.8% and the City's net share has increased \$331,273 or 2.8%.

**Recommendations**

**That any unused Homelessness net budget at the end of 2023 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year end position and that, if actual 2023 Homelessness costs exceed the 2023 Budget, funds may be drawn from the Reserve.**

**That any remaining unused Social Services net budget at the end of 2023 be transferred to the General Assistance Reserve, subject to the overall year end position and that, if actual 2023 Social Services costs exceed the 2023 Budget, funds may be drawn from the Reserve.**

**That any surplus in the 2023 Housing Operating Budget at the end of 2023 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2023 Housing costs exceed the 2023 Budget, funds may be drawn from the Housing Reserve.**

**That any surplus in the 2023 Housing Choice Rent Supplement Program at the end of 2023 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2023 Rent Supplement costs exceed the 2023 Budget, funds may be drawn from the Rent Supplement Reserve.**

Part 2  
2023 Operating and Capital (by Department)

**Social Services – Capital Budget**

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Community Services																
Social Services																
Incentives For Affordable Housing	6-7.01	51,040.0	9,465.0	1,243.0	903.0	340.0	87.6	124.3		128.1	1,278.0	340.0	1,313.0	340.0	37,741.0	7,480.0
Housing - Capital Repairs	6-7.02	5,375.0	975.0								150.0	67.4	175.0	78.8	4,075.0	1,833.8
Building Condition Assessments (BCA)	6-7.03	1,250.0	250.0										250.0	112.5	750.0	337.5
Total		57,665.0	10,690.0	1,243.0	903.0	340.0	87.6	124.3		128.1	1,428.0	407.4	1,738.0	531.3	42,566.0	9,651.3

**Incentives for Affordable Housing**

To stimulate the production of affordable housing the city provides support in various forms such as development charge rebates, municipal tax savings, land contributions

and building fee discounts for developers. In July 2020, Council approved the Review of the 10-year Housing and Homelessness Plan, including targets to achieve 2,680 new affordable housing units, 580 supportive housing units as well as 796 affordable homeownership units by 2029.



Part 2  
2023 Operating and Capital (by Department)

**Financial Services Other Financial Summary – Operating Budget**

The Capital Financing Costs and Other Financial section sets out a number of corporate-type expenses that are not attributable to any particular Department, but which, for the most part, are administered by the Corporate and Legislative Services Department.

City of Peterborough					
2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Financial Services Other Financial Summary - Operating Budget</b>					
<b>Financial Services - Other Financial</b>					
<b>Capital Financing Costs</b>					
Tax Supported Capital Financing Costs	21,668,502	21,532,765	23,802,449	10.4%	2,233,947
Non-Tax Supported Financing Costs	11,608,000	11,608,000	12,230,065	5.4%	622,065
Waste Water Reserve Revenue	-2,500,000	-2,500,000	-2,500,000	0.0%	0
<b>Net Capital Financing Charges</b>	<b>30,676,502</b>	<b>30,640,765</b>	<b>33,532,514</b>	<b>9.3%</b>	<b>2,856,012</b>
Property Taxation Costs	3,305,055	2,675,799	3,046,340	-7.8%	-258,715
Other Expenditures	1,064,123	1,064,673	1,358,520	27.7%	294,397
Contingency	436,544	412,627	505,250	15.7%	68,706
<b>Total Net Expenditures</b>	<b>35,482,224</b>	<b>34,793,864</b>	<b>38,442,624</b>	<b>8.3%</b>	<b>2,960,400</b>

Part 2  
2023 Operating and Capital (by Department)

**Capital Financing Costs**

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Capital Financing Costs</b>					
Revenue					
Capital Levy	3,937,163	3,937,163	3,968,780	0.8%	31,617
Transfer to FRMP Reserve from Capital Levy	760,000	760,000	1,046,000	37.6%	286,000
Transfer to Waste Water Reserve Fund	2,480,000	2,480,000	3,100,000	25.0%	620,000
<b>Tax Supported Capital Financing</b>	<b>7,177,163</b>	<b>7,177,163</b>	<b>8,114,780</b>	<b>13.1%</b>	<b>937,617</b>
Tax Supported Debt Charges	14,361,339	14,325,602	15,657,669	9.0%	1,296,330
<b>Total Gross Tax Supported Capital Financing Costs</b>	<b>21,538,502</b>	<b>21,502,765</b>	<b>23,772,449</b>	<b>10.37%</b>	<b>2,233,947</b>
<b>Non Tax Supported Capital Financing Costs</b>					
COPHI Dividend	5,208,000	5,208,000	5,208,000	0.0%	0
Transfer to Casino Gaming Reserve	2,400,000	2,400,000	3,000,000	25.0%	600,000
Legacy Fund Reserve	1,500,000	1,500,000	1,522,065	1.5%	22,065
Transfer to FRMP Reserve from Sewer Surcharge Revenue	2,500,000	2,500,000	2,500,000	0.0%	0
<b>Total Non Tax Supported Capital Financing Costs</b>	<b>11,608,000</b>	<b>11,608,000</b>	<b>12,230,065</b>	<b>5.4%</b>	<b>622,065</b>
Debenture Expense	30,000	30,000	30,000	0.0%	0
<b>Total Gross Capital Financing Costs</b>	<b>33,176,502</b>	<b>33,140,765</b>	<b>36,032,514</b>	<b>8.61%</b>	<b>2,856,012</b>
Revenue					
Waste Water Reserve Revenue	2,500,000	2,500,000	2,500,000	0.0%	0
	2,500,000	2,500,000	2,500,000	0.0%	0
<b>Total Net Capital Financing Costs</b>	<b>30,676,502</b>	<b>30,640,765</b>	<b>33,532,514</b>	<b>9.3%</b>	<b>2,856,012</b>

### **Capital Levy**

The \$4.0 million Capital Levy provision represents the amount of money raised in the 2023 Operating Budget to directly finance the 2023 Capital projects. Additional details are provided in the 2023 Capital Financing Supplementary Information section of the Highlights Book.

### **Transfers to Reserves and Reserve Funds**

A \$1.05 million portion of the 2023 regular Capital Levy is being transferred to the Capital Levy supported Flood Reduction Master Plan Reserve (FRMP) to fund specific FRMP Capital projects as identified in the 2023 Capital Budget.

A \$2.5 million amount raised through the tax levy is being transferred to the Wastewater Reserve Fund to fund stormwater Capital projects as identified in the 2023 Capital Budget. This represents the \$0.62 million allocation for 2018, 2019, 2020, 2022 and 2023.

In 2021, there was a one-time reallocation of the \$0.62 million to tax supported debt.

### **Tax Supported Debt Charges**

The \$15.7 million amount for 2023 for Tax Supported Debt Charges represents principal and interest to be paid on tax supported debt that has been issued, or that may be issued during 2023 from current or previous years' approvals. Tax Supported Debt Charges exclude debt service payments recoverable from other non-tax sources

such as Development Charges, Court House lease payments, Arena user fees and the Wastewater Reserve Fund.

The Capital Financing Plan, approved by Council based on Report CPFS12-011 and updated with Report CLSFS21-024, is intended to leverage the relatively low cost of borrowing to address the need to move forward with much needed capital works. For 2023, the increase for additional capital financing through the Capital Financing Policy is recommended at 0.76%.

### **COPHI Dividend**

This dividend is used to bolster the annual capital levy provision. For the 2023 budget, the amount is estimated at \$5.208 million.

### **Casino Gaming**

With the lessening of COVID-19 restrictions in 2022, revenues have begun to rebound. A 2023 budget of \$3.0 million anticipates the return to pre-COVID-19 revenues. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to fund various capital projects as approved by Council.

### **Legacy Fund**

The proceeds from the sale of PDI assets to Hydro One were used to establish a Legacy Fund. The 2023 budget includes \$1.5 million of the investment income earned on the Legacy Fund to be used to support the capital budget.

Part 2

2023 Operating and Capital (by Department)

**Property Taxation Costs (\$3.3 million)**

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Property Taxation Costs</b>					
<b>Expenditures</b>					
Central Area Revitalization	250,500	107,400	443,340	77.0%	192,840
Brownfields Tax Assistance CIP	663,000	181,000	205,000	-69.1%	-458,000
Mun. Property Assessment Corp	953,055	953,055	972,200	2.0%	19,145
Mun Age 55-64 tax Cr	18,000	18,561	19,000	5.6%	1,000
Charitable Rebates	297,500	297,500	280,000	-5.9%	-17,500
General Tax Write-offs	1,000,000	1,000,000	1,000,000	0.0%	0
ODSP Tax Credit	10,000	5,283	6,000	-40.0%	-4,000
Senior Citizens Tax Credit	113,000	113,000	120,800	6.9%	7,800
	<b>3,305,055</b>	<b>2,675,799</b>	<b>3,046,340</b>	<b>-7.8%</b>	<b>-258,715</b>

### Central Area Community Improvement Plans (CIP)

The purpose of the Central Area CIP is to provide financial incentives to stimulate private sector investment and revitalization of the Central Area. The CIP contains grant programs meant to help improve the appearance and the structure of commercial buildings, encourage the conversion of upper floor space for residential use, and stimulate the environmental clean-up and redevelopment of older, abandoned industrial and commercial sites that may be contaminated.

The 2023 Budget provision of \$648,340 includes the following incentives:

Central Area Revitalization Grant	\$443,340
Brownfields Tax Assistance Program	\$205,000
<b>Total</b>	<b>\$648,340</b>

### Municipal Property Assessment Corporation

The provision for the Municipal Property Assessment Corporation (MPAC) is \$972,200 for 2023. MPAC is responsible for assessing all property in Ontario and operates under the authority of the **Municipal Property Assessment Corporation Act**.

### Tax Credit for Low Income Seniors and People with Disabilities

Through three separate programs, this activity provides \$140,300 (2022 - \$141,000) in funding to protect low-income seniors and low-income people with disabilities from tax increases. The programs \$400 flat rate approved through Report CPFS17-002 was amended through Report CLSFS22-034 to include an indexing based on the Ontario All-item August CPI. The rate of 2023 will be \$428. Any homeowner who was receiving a higher amount under the previous program was grandfathered at the higher amount.

### Tax Remissions

A General Tax write-off provision in the amount of \$1 million for City owned properties provides for municipal tax losses due to assessment appeals and tax reductions and cancellations that may occur under various sections of the **Municipal Act, 2001**. Subject to the overall year-end position, any surplus or deficit budget at the end of the year is netted to a reserve for tax write-offs.

### **Rebates to Registered Charities**

City By-law 98-122 established a tax rebate for registered charities program that was made mandatory under the provisions of the **Municipal Act** as part of the assessment/tax reforms implemented in 1998. To qualify for mandatory relief, the charity had to be a registered charity as defined in Subsection 248 (1) of the **Income Tax Act** (Canada) that has a registration number issued by the Canada Customs and Revenue Agency.

In 2005, through Report FAFS05-040 dated November 7, 2005, Council opted to increase the rebate from 40% to 100% effective for the taxation year 2006 and onwards.

With the approval of the 2020 Budget, Council approved a change to this program. Beginning in 2020, the charitable rebate will decrease by 5% per year for 5 years so that by 2024 the rebate will be the lesser of 75% of taxes payable or \$50,000.

The 2023 Budget includes a decrease to the rebate to the lesser of 80% of taxes payable or \$50,000 for a total rebate of \$280,000.

### **Recommendations**

**That any adjustment to the City's 2023 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2023 General Contingency provision.**

**That any unused portion of the 2023 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year end position and that, if actual 2023 tax write-off costs exceed the 2023 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve.**

Part 2  
2023 Operating and Capital (by Department)

**Other Expenditures**

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Other Expenditures</b>					
<b>Expenditures</b>					
Contribution to Sick Leave Reserve			40,000	0.0%	40,000
Police - Noise Control	25,000	25,000	25,000	0.0%	0
Insurance and Risk Management	902,773	902,773	1,156,200	28.1%	253,427
Policing Costs for Little Lake Music Fest	16,000	16,000	16,000	0.0%	0
Contribution Doctors Recruitment Incentive Reserve Fund	100,000	100,000	100,000	0.0%	0
Police Board Honorarium	20,900	20,900	21,320	2.0%	420
Contribution to MAT Reserve	175,000	250,000	275,000	57.1%	100,000
MAT Transfer to PKED	175,000	250,000	275,000	57.1%	100,000
Americredit Lease Expense	2,837,544	2,837,544	2,837,544	0.0%	0
Contingency	435,994	412,627	505,250	15.9%	69,256
	<b>4,688,211</b>	<b>4,814,844</b>	<b>5,251,314</b>	<b>12.0%</b>	<b>563,103</b>
<b>Revenues</b>					
MAT Revenues	350,000	500,000	550,000	57.1%	200,000
Americredit Lease Revenue	2,863,475	2,836,544	2,837,544	-0.9%	-25,931
	<b>3,213,475</b>	<b>3,336,544</b>	<b>3,387,544</b>	<b>5.4%</b>	<b>174,069</b>
<b>Net Requirement</b>	<b>1,474,736</b>	<b>1,478,300</b>	<b>1,863,770</b>	<b>26.4%</b>	<b>389,034</b>

### **Contribution to the Sick Leave Reserve**

The Sick Leave Reserve is used to pay for vested sick leave benefits. There are also additional unfunded post-employment benefits such as retirement benefits, life insurance, worker's compensation and vacation pay entitlements. While there is no legislation requiring the City to fund these liabilities, the City has established an Employee Benefits Reserve to begin to address the issue. The balance in the Reserve is estimated to be \$2.3 million at the end of 2022.

### **Insurance and Risk Management**

The \$1,156,200 insurance provision includes \$550,000 for estimated deductible payments: \$606,200 for premium payments for corporate coverage and broker fees. Any surplus or deficit budget at the end of the year is netted to an Insurance Reserve, which is estimated to have an uncommitted balance of \$408,000 at December 31, 2022.

### **Contribution to Doctors Recruitment Incentive Reserve**

The current uncommitted balance in the reserve fund is estimated to be \$122,000 at the end of 2022. A provision of \$100,000 is included in the budget to fulfill future expected commitments.

### **Municipal Accommodation Tax**

With Council's approval of Report CLSFS19-016 dated April 25, 2019, Municipal Accommodation Tax (MAT) of 4% on the purchase price of transient accommodation was adopted. By-law 19-063 establishing MAT came into effect within the City of Peterborough on October 1, 2019.

Half of the net revenues from the MAT are transferred to PKED, as the legislation requires the MAT to be shared with an "eligible tourism entity". The City's portion of the funds are transferred to a reserve to be used for funding tourism related projects and events.

With the lessening of COVID-19 restrictions accommodation revenues and MAT are moving towards pre-COVID-19 levels, as a result the budget for MAT has been increased for 2023. For 2023, it is estimated that the City will receive \$550,000 in MAT revenue, of which \$275,000 will be transferred to PKED and the remaining \$275,000 will be transferred to the MAT reserve for future use.

### **Americredit Lease Expense/Revenue**

The City of Peterborough leases the property at 200 Jameson Drive with a sub-lease to General Motors Financial of Canada Ltd. (GMFC). On May 13, 2019 Council approved Report CLSOCS19-005 approving an extension to the sublease agreement for this property with GMFC. Through this agreement, which ends July 31, 2026, GMFC pays the full rent and operating costs of the property.

Part 2

2023 Operating and Capital (by Department)

**2023 Capital Projects to be funded from Municipal  
Accommodation Tax Reserve**

				2023							
Project Description	Ref	Project total	Approved Pre-2023	Total Costs	Rev	Net Cost	Capital Levy	Dev Chg	Deb	Other	Municipal Accom. Tax
Trail College Amphitheatre		100.0		100.0		100.0	50.0				50.0
Tourism Wayfinding Sign Program		225.0	175.0	50.0		50.0					50.0
Sports Tourism Sponsorship		500.0	175.0	75.0		75.0					75.0
City Branding		277.0	202.0	25.0		25.0					25.0
Total		1,102.0	552.0	250.0	0.0	250.0	50.0	0.0	0.0	0.0	200.0

### **Contingency Provision**

The contingency provision of \$505,250 is included for legal, personnel and other contingency items.

At the end of each year, if there is an unused portion of the contingency budget, subject to overall year end position, the surplus budget is transferred to the capital levy reserve to be used to help fund the capital works program in the following year.

### **Recommendations**

**That any unused Employee Benefits Budget at the end of 2023 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and**

**that, if actual 2023 employee benefits exceed the 2023 Budget, funds may be drawn from the Employee Benefits Reserve.**

**That any unused Insurance Budget at the end of 2023 be transferred to the Insurance Reserve, subject to the overall year-end.**

**That any adjustment to the City's 2023 requirement for the Insurance Budget, be netted against the City's Insurance Reserve.**

**That any unused 2023 Contingency Budget at the end of 2023 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2023 year-end position.**

Part 2

2023 Operating and Capital (by Department)

**Transfers To Organizations For Provision Of Services Summary – Operating Budget**

<b>City of Peterborough</b>					
<b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Transfers to Organizations for Provision of Services Summary - Operating Budget</b>					
<b>Transfers to Organizations for Provision of Services</b>					
Police Services	27,975,484	28,126,629	29,102,937	4.0%	1,127,453
Fairhaven	1,600,000	1,600,000	1,600,000	0.0%	0
Peterborough County/City Paramedics Service	5,431,715	5,466,254	6,067,657	11.7%	635,942
Otonabee Region Conservation Authority	816,625	816,625	832,960	2.0%	16,335
Peterborough Public Health	1,343,755	1,343,755	1,357,100	1.0%	13,345
Peterborough and the Kawarthas Economic Development	1,014,775	1,014,775	1,081,332	6.6%	66,557
Peterborough Humane Society	448,250	448,250	454,825	1.5%	6,575
Peterborough Family Health Team	21,220	21,220	0	-100.0%	-21,220
Greater Peterborough Innovation Cluster	142,100	142,100	144,230	1.5%	2,130
DBIA	177,500	177,500	177,500	0.0%	0
VBIA	0	0	0	0.0%	0
	<b>38,971,424</b>	<b>39,157,108</b>	<b>40,818,541</b>	<b>4.7%</b>	<b>1,847,117</b>

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### **Peterborough Police Services - Operating Budget**

In accordance with the **Comprehensive Ontario Police Services Act, 2019**, the Peterborough Police Service has a separate budget process, which includes submission to, and approval by, the Police Services Board. In accordance with Section 50 of the **Comprehensive Ontario Police Services Act, 2019**:

**50. (1) A municipality that maintains a municipal board shall provide the board with sufficient funding to,**

**(a) provide adequate and effective policing in the municipality; and**

**(b) pay the expenses of the board's operation, other than the remuneration of board members.**

**50. (2) A municipal board shall submit operating and capital estimates to the municipality that show, separately, the amounts that will be required to,**

**(a) provide adequate and effective policing in the municipality, including the amounts required to**

**provide the police service with required equipment and facilities, having regard for the various ways that the board can discharge this obligation; and**

**(b) to pay the expenses of the board's operation other than the remuneration of board members**

The Police Board expenses of \$282,814 do not include remuneration for members of the Police Services Board.

Subsections 4 and 5 of Section 50 stipulate that:

**50. (4) Upon reviewing the estimates, the municipality shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the municipal board.**

**50. (5) In establishing an overall budget for the municipal board, the municipality does not have the authority to approve or disapprove specific items in the estimates.**

Part 2  
2023 Operating and Capital (by Department)

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**Police Services 2023 Request**

The Police Services Board 2023 request of \$29,102,937 is 4.0%, or \$1,127,453, higher than 2022.

In addition to funding from the City, the increase in budgeted expenditures of \$2,180,174 is funded by revenue increases of \$434,772 and increased contributions from Police reserves of \$610,000.

**Recommendations**

**That any unused Police Services Legal Fees Budget at the end of 2023 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2023 Police legal fees costs exceed the 2023 Budget, funds may be drawn from the Policing Legal Fees Reserve.**

**That any unused Police Services Budget at the end of 2023 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2023 Police Services costs exceed the 2023 Budget, funds may be drawn from the Police Special Projects Reserve.**

Part 2  
2023 Operating and Capital (by Department)

## City of Peterborough

### 2023 Operating Budget

Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Police Services</b>					
Expenditures					
Police Executive	864,354	864,352	849,462	-1.7%	-14,892
Operations	15,233,537	15,233,534	16,006,108	5.1%	772,571
Administrative Support	4,624,788	4,624,784	5,030,294	8.8%	405,507
Investigative Services	6,200,960	6,200,953	6,517,131	5.1%	316,171
911 Communications	2,530,242	2,530,240	2,614,482	3.3%	84,241
Finance	1,354,857	1,354,857	1,530,767	13.0%	175,910
Information Technology	828,273	979,435	1,188,584	43.5%	360,311
Human Resources	622,124	622,125	657,625	5.7%	35,501
Policy Audit	350,503	350,503	395,459	12.8%	44,956
	32,609,638	32,760,783	34,789,912	6.7%	2,180,274
<b>Net Police Services Expenditure</b>	27,684,620	27,835,765	28,820,122	4.1%	1,135,502
<b>Police Board</b>					
Police Board Expenses	290,864	290,864	282,814	-2.8%	-8,050
<b>Total Gross Police Services</b>	32,900,502	33,051,647	35,072,727	6.6%	2,172,225
<b>Total Revenue Police Services</b>	4,925,018	4,925,018	5,969,790	21.2%	1,044,772
<b>Net Cost Police Services Submitted</b>	27,975,484	28,126,629	29,102,937	4.0%	1,127,453

Part 2  
2023 Operating and Capital (by Department)

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**Peterborough Police Services – Capital Budget**

**City of Peterborough**  
**Tangible Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After		
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net	
Police Services Peterborough Police Service																	
Various Police Capital projects 2023	8-1.01	4,224.8		1,239.4		1,239.4	1,239.4				995.1	995.1	1,017.6	1,017.6	972.7	972.7	
Total		4,224.8		1,239.4		1,239.4	1,239.4				995.1	995.1	1,017.6	1,017.6	972.7	972.7	

**Various Police Capital Projects**

The Police Capital Budget includes \$1,239,400 to fund Fleet Renewal - \$472,100, IT System and Improvements - \$545,065 and Other Equipment - \$222,200.

Part 2  
2023 Operating and Capital (by Department)

**City of Peterborough**  
**Other Capital Budget Summary**  
2023-2032 & Subsequent Years

Project Description	Ref	Project Total	Approved Pre-2023	2023							2024		2025		2026 & After	
				Total Costs	Rev	Net Cost	Cap Levy	Dev Chg	Deb	Other	Total	Net	Total	Net	Total	Net
Police Services Peterborough Police Service																
Police Service Strategic Plan	8-1.02	597.5	157.5												440.0	440.0
Total		597.5	157.5												440.0	440.0

**Police Service Strategic Plan**

The Business Plan is mandated by Section 30 of the Adequacy and Effectiveness Regulation (O.Reg. 3/99) of the current **Police Services Act**.

Part 2  
2023 Operating and Capital (by Department)



**Fairhaven Long Term Care Home**

Fairhaven is a municipally funded long-term care home located in the City of Peterborough. The City funds two-thirds of Fairhaven operations and Peterborough County funds one-third.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Fairhaven</b>					
<b>Expenditures</b>					
Other Transfers	1,550,000	1,550,000	1,550,000	0.0%	0
Contributions to Reserves	50,000	50,000	50,000	0.0%	0
	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>0.0%</b>	<b>0</b>
<b>Net Requirement</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>0.0%</b>	<b>0</b>

Part 2  
2023 Operating and Capital (by Department)

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The following chart shows the amount of the total \$1,843,700 support for Fairhaven for 2023.

	2022 Approved	2023 Requested	% Change	\$ Change
<b>Fairhaven</b>				
Transfer to Fairhaven Reserve	50,000	50,000	0.0%	0
Operating Support	1,550,000	1,550,000	0.0%	0
<b>Total Operating</b>	1,600,000	1,600,000	0.0%	0
Capital Financing	243,700	253,600	4.1%	9,900
<b>Total Support for Fairhaven</b>	1,843,700	1,853,600	0.5%	9,900

### Operating Support

Fairhaven requested operational funding from the City in the amount of \$1,550,000, the same amount as 2022.

### Contribution to Reserve

With the end of the Debt Servicing commitment in 2021, a portion of those funds have been contributed to reserve for Fairhaven future capital needs.

### Fairhaven Capital Funding

Fairhaven has limited revenue sources and the Ministry of Health and Long-Term Care does not provide funding for capital projects, equipment, or the building. As part of report CPFS12-062 dated September 4, 2012, Council resolved that beginning with the 2013 Capital Budget, an annual provision would be included in each draft Capital Budget to support Fairhaven's on-going capital program. The provision for 2023 is \$253,600 (2022 - \$243,700).



### Peterborough County/City Paramedics Service (PCCP)

The County of Peterborough is the delivery agent for both the City and the County. PCCP provides care, treatment, and transportation to the residents and visitors of Peterborough County, City, and surrounding areas.

The fundamental mission of the Peterborough County/City Paramedics is:

- To be available on a 24-hour basis to respond with optimum speed and efficiency to all emergencies;
- To provide emergency patient care to the public we serve. Emergency patient care includes the stabilization, treatment, and transportation of the acute and critically injured; and
- The transport of patients between health care facilities or to or from residences for admission, discharge and/or treatment.

City of Peterborough 2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough County/City Paramedics Service</b>					
<b>Expenditures</b>					
Other Transfers	5,581,715	5,616,254	6,142,657	10.0%	560,942
	<b>5,581,715</b>	<b>5,616,254</b>	<b>6,142,657</b>	<b>10.0%</b>	<b>560,942</b>
<b>Revenues</b>					
Contribution from Reserve	150,000	150,000	75,000	-50.0%	-75,000
	<b>150,000</b>	<b>150,000</b>	<b>75,000</b>	<b>-50.0%</b>	<b>-75,000</b>
<b>Net Requirement</b>	<b>5,431,715</b>	<b>5,466,254</b>	<b>6,067,657</b>	<b>11.7%</b>	<b>635,942</b>

Part 2  
2023 Operating and Capital (by Department)

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The City's portion of the PCCP expenses for 2023 has been budgeted at \$6.1 million or a 10.0% increase over the 2022 funding request.

The cost share between the City and the County is based on population as per the 2021 census. The City's share is 56.64% (2022 – 58.62%).

The budget is a preliminary estimate until the County 2023 budget is approved in early 2023. Once the final 2023 budget is known, it is recommended that any adjustments to the City's portion of the PCCP budget be netted against the 2023 general contingency provision.

**Recommendations**

**That any adjustments to the City's portion of the 2023 Peterborough County/City Paramedics Services Budget be netted against the 2023 General Contingency Provision.**

**That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2023 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2023 PCCP costs exceed the 2023 Budget, funds may be drawn from the PCCP Reserve.**

Part 2  
2023 Operating and Capital (by Department)



**Otonabee Region Conservation Authority (ORCA)**

ORCA is a community-based environmental agency that protects, restores, and manages the natural resources within the Otonabee Region watershed. Otonabee Conservation works with its eight member municipalities to create a healthy, environmentally diverse watershed that improves the quality of life for residents, makes our area more appealing to visitors and new business, and helps to ensure a more vibrant regional economy.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Otonabee Region Conservation Authority</b>					
<b>Expenditures</b>					
Other Transfers	816,625	816,625	832,960	2.0%	16,335
	<b>816,625</b>	<b>816,625</b>	<b>832,960</b>	<b>2.0%</b>	<b>16,335</b>
<b>Net Requirement</b>	<b>816,625</b>	<b>816,625</b>	<b>832,960</b>	<b>2.0%</b>	<b>16,335</b>

The 2023 budgeted contribution is \$832,960, which represents a 2.0% increase over the 2022 amount. The budgeted amount includes \$18,500 for Source Water Protection.

**Recommendation**

**That any adjustments to the City's portion of ORCA's 2023 Budget be netted against the City's 2023 General Contingency provision.**



### Peterborough Public Health Operating Budget

Peterborough Public Health (PPH) serves residents throughout the City and County of Peterborough and offers a wide range of programs and services ranging from healthy eating workshops, poverty reduction initiatives, and oral health clinics to controlling infectious disease outbreaks, water safety and sexual health clinic services.

City of Peterborough 2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough Public Health</b>					
<b>Expenditures</b>					
Other Transfers	1,343,755	1,343,755	1,357,100	1.0%	13,345
	<b>1,343,755</b>	<b>1,343,755</b>	<b>1,357,100</b>	<b>1.0%</b>	<b>13,345</b>
<b>Net Requirement</b>	<b>1,343,755</b>	<b>1,343,755</b>	<b>1,357,100</b>	<b>1.0%</b>	<b>13,345</b>

The local share of public health costs, after deducting the MOH contribution, is allocated to the City, County, Curve Lake First Nation and Hiawatha First Nation based on population. The City contribution amount included in the 2023 budget is \$1,357,100, a 1% increase over the 2022 budgeted amount. PPH has requested an amount of \$1,644,880, an increase of 22.41% and Council will need to determine how to fund this additional request of \$287,780 during deliberations of the 2023 draft budget.

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## Peterborough and the Kawarthas Economic Development (PKED)

PKED is the regional economic development organization contracted to provide a variety of economic development services for the City and County of Peterborough.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough and the Kawarthas Economic Development Expenditures</b> Other Transfers	1,014,775	1,014,775	1,081,332	6.6%	66,557
	<b>1,014,775</b>	<b>1,014,775</b>	<b>1,081,332</b>	<b>6.6%</b>	<b>66,557</b>
<b>Net Requirement</b>	<b>1,014,775</b>	<b>1,014,775</b>	<b>1,081,332</b>	<b>6.6%</b>	<b>66,557</b>

Report CAO19-014, dated December 2, 2019, approved an agreement between the City, County of Peterborough, and the Greater Peterborough Area Economic Development Corporation, operating as PKED, for the four-year period January 1, 2020 to December 31, 2023.

The agreement obligates the City and County to participate in the funding of the Greater Peterborough Area Economic Development Corporation over the four-year period.

There are two components to the transfer to PKED, core funding for Economic Development and Physician Recruitment. The request for core funding for 2023 is \$1,765,730 or a 2% increase over 2022. The City's share for 2023, using the 2021 census figures, is \$1,000,110. The amount for Physician Recruitment is \$81,222 for the total of \$1,081,332. With approval of Report CAO22-003 dated February 14, 2022, the Physician Recruitment program that was previously funded through the Peterborough Family Health Team, is now funded through PKED.



## **Peterborough Humane Society**

Peterborough Humane Society (PHS) provides animal control services including enforcement of the City's animal control by-law and provincial legislation. PHS also operates the City's Pound and issues dog and cat licenses.

In addition to providing services to the City, the PHS is an affiliate member of the Ontario Society for the Prevention of Cruelty of Animals ("OSPCA"), mandated to prevent cruelty to animals, including domestic, livestock/farm, working animals, zoos, and wildlife. The PHS advocates responsible pet ownership through education, in addition to operating a shelter and fundraising activities.

This role is separate and apart from that of the PHS's contractual arrangements with the City, but it allows the City to benefit from the expertise and training of the OSPCA officers who enforce the City's by-laws and the highest standards of animal care that are set out in the **OSPCA Act**.

The City pays an all-inclusive price for the services and the property taxes at the PHS's facility and PHS retains Pound fees; destruction and disposal fees; dog and cat license fees and 50% of fine revenue collected.

A new City / PHS agreement was approved through Report CLSFS21-045 dated November 16, 2021. The agreement is a five-year agreement for the period ending December 31, 2026.

Part 2  
2023 Operating and Capital (by Department)

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough Humane Society</b>					
<b>Expenditures</b>					
Other Transfers	448,250	448,250	454,825	1.5%	6,575
	<b>448,250</b>	<b>448,250</b>	<b>454,825</b>	<b>1.5%</b>	<b>6,575</b>
<b>Net Requirement</b>	<b>448,250</b>	<b>448,250</b>	<b>454,825</b>	<b>1.5%</b>	<b>6,575</b>



**Peterborough Family Health Team**

Peterborough Family Health Team is a non-profit organization that was created in 2005 with a mission to increase access to primary care through recruitment and retention of new health providers and to meet community health needs. In 2022 and prior years, the City provided funding to the PFHT to administer a Physician Recruitment program. With the approval of Report CAO22-003 dated February 14, 2022, this program will now be administered by PKED and the City will no longer provide funding to PFHT.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Peterborough Family Health Team</b>					
<b>Expenditures</b>					
Other Transfers	81,220	81,220	0	-100.0%	-81,220
	<b>81,220</b>	<b>81,220</b>	<b>0</b>	<b>-100.0%</b>	<b>-81,220</b>
<b>Revenues</b>					
Contribution from Reserve	60,000	60,000	0	-100.0%	-60,000
	<b>60,000</b>	<b>60,000</b>	<b>0</b>	<b>-100.0%</b>	<b>-60,000</b>
<b>Net Requirement</b>	<b>21,220</b>	<b>21,220</b>	<b>0</b>	<b>-100.0%</b>	<b>-21,220</b>



**Greater Peterborough Innovation Cluster**

To provide funds to the Greater Peterborough Innovation Cluster (GPIC) for the City's share of operating requirements.

<b>City of Peterborough</b> <b>2023 Operating Budget</b>					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Greater Peterborough Innovation Cluster</b>					
<b>Expenditures</b>					
Other Transfers	142,100	142,100	144,230	1.5%	2,130
	<b>142,100</b>	<b>142,100</b>	<b>144,230</b>	<b>1.5%</b>	<b>2,130</b>
<b>Revenues</b>					
	0		0	0.0%	0
<b>Net Requirement</b>	<b>142,100</b>	<b>142,100</b>	<b>144,230</b>	<b>1.5%</b>	<b>2,130</b>

### **Business Improvement Areas**

The City has two Business Improvement Areas: The Peterborough Downtown Business Improvement Area and the Village Business Improvement Area. Both were created for the improvement, beautification and maintenance of municipally owned land, buildings, and structures in the area, beyond that provided at the expense of the City, and for the promotion of the area as a business and shopping area.

Section 205 of the **Municipal Act, 2001** states the following regarding budgets submitted by Business Improvement Areas:

- (1) A board of management shall prepare a proposed budget for each fiscal year by the date and in the form required by the municipality and shall hold one or more

meetings of the members of the improvement area for discussion of the proposed budget.

- (2) A board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.

There is no net impact to the City in approving the Levy submitted on behalf of the BIAs as the amounts levied are raised annually by a special charge upon the rateable properties in each of the business areas.

Through Report CAO17-008 dated September 5, 2017, Council adopted By-law 17-095 being a by-law to implement and update local policies to guide the operation and conduct of existing and new business improvement areas for the benefit of their members and the residents of Peterborough.

Part 2  
2023 Operating and Capital (by Department)

**Peterborough Downtown Business Improvement Area (DBIA)**



The Peterborough DBIA was designated by the City in 1981. The

boundaries are north to Murray Street, west to Bethune Street, south to Dalhousie Street, east to the Hunter Street Bridge. The DBIA represents over 400 businesses in the Downtown core.

The budget submitted by the DBIA reflects a 2% increase over 2022. This budget was approved and ratified by members at their Annual General Meeting on June 22, 2022.

Budget	2022	2023
Levy	\$ 334,492	\$341,181

**Recommendation**

**That the 2023 Budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 totalling \$341,181, be approved.**

**City Contributions to the DBIA**

In addition to collecting the levy from members of the DBIA, the City's 2023 Operating Budget includes four additional amounts that support the activities of the DBIA.

In-kind Services Budget of \$27,500 is used to support events by helping to pay for road closures, paid-duty policing, and park rentals.

The Public Works budget includes an allocation of \$132,950 for Street Cleaning within the DBIA.

On February 13, 2017, in consideration of Report OCS17-003 – OMB Appeal – 1400 Crawford Drive, Council committed to make an additional financial contribution towards the DBIA in the amount of \$150,000 for a term of 20 years.

In consideration of Report CSSSR22-003 dated April 11, 2022, funding for a 3-year System Navigator position was Approved by Council. Funding for the position is through the Social Services Reserve. For 2023 the amount is funded through the reserve is \$55,000.

The following chart summarizes where these may be found in the Highlights Budget book:

Department/ Division Budget	Page Ref.	Description	2022	2023
Public Works	96	Street Cleaning	\$133,500	\$133,500
Other				
Expenditures	213	DBIA In-kind Services	\$ 27,500	\$ 27,500
DBIA	213	DBIA Funding	\$150,000	\$150,000
DBIA	213	System Navigator	\$ -	\$ 55,000
Total			\$311,000	\$366,000

Part 2  
2023 Operating and Capital (by Department)

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**The Village Business Improvement Area (VBIA)**

The 2023 budget includes \$18,360 for the VBIA, a 2% increase from 2022.

<b>Budget</b>	<b>2022</b>	<b>2023</b>
<b>Operating</b>	\$ 11,786	\$ 12,022
<b>Capital</b>	\$ 6,214	\$ 6,338
<b>Total Levy</b>	\$ 18,000	\$ 18,360

**Recommendation**

**That the 2023 budget for The Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 of \$18,360, be approved.**

Part 2  
2023 Operating and Capital (by Department)

## Corporate Revenues Summary

<b>City of Peterborough</b> 2023 Operating Budget					
Description	2022 Approved	2022 Preliminary Actual	2023 Recommended	Variances 2022 - 2023 Budget	
				Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Corporate Revenues Summary</b>					
<b>Corporate Revenue</b>					
Mun Levy - Rail Right-of-Way	6,300	5,800	5,800	-7.9%	-500
Exempt Garbage Levy	245,000	200,000	200,000	-18.4%	-45,000
Municipal Supplementary Taxes	950,000	1,150,000	1,300,000	36.8%	350,000
Penalties and int on taxes	725,000	650,000	750,000	3.4%	25,000
Interest Earned	1,975,000	2,182,000	2,708,500	37.1%	733,500
	3,901,300	4,187,800	4,964,300	27.2%	1,063,000
<b>Payment in Lieu of Taxes</b>					
Payments in Lieu - General	4,160,200	4,160,200	4,243,400	2.0%	83,200
	4,160,200	4,160,200	4,243,400	2.0%	83,200
<b>Other Corporate Revenue</b>					
Legacy Fund Income	1,500,000	1,500,000	1,522,065	1.5%	22,065
COPHI Dividends	5,208,000	5,208,000	5,208,000	0.0%	0
Gaming and Casino	2,400,000	2,400,000	3,000,000	25.0%	600,000
Unclassified revenue	1,390	1,787	2,000	43.9%	610
US Bank Revenue	170,000	170,000	170,000	0.0%	0
Surplus	100,000	100,000	100,000	0.0%	0
	9,379,390	9,379,787	10,002,065	6.6%	622,675
	<b>17,440,890</b>	<b>17,727,787</b>	<b>19,209,765</b>	<b>10.1%</b>	<b>1,768,875</b>

### **Supplementary Tax Revenues**

For 2023, the budget for Supplementary Tax Revenues has increased to \$1,300,000. Building activity in 2023 is expected to continue to increase and MPAC has resumed visiting properties now that the provincial lockdowns due to the pandemic have ended.

### **Penalties and Interest on Taxes**

Property tax arrears as of December 31, 2021, were 3.71%, up from 3.2% as of December 31, 2020. The Penalties and Interest on Taxes budget for 2023 has increased to \$750,000 from \$725,000 in 2022.

### **Interest Earned**

The 2023 Budget increased to \$2.8 million, from \$2.0 million based on recent interest rate increases related to the post COVID-19 pandemic inflation pressures.

### **Payments-in-Lieu**

The 2023 payment-in-lieu estimates of \$4.24 million reflect an overall increase of \$83,200 from 2022 level of \$4.16 million which is largely the result of changes in assessment by MPAC for properties purchased by Hydro One.

### **Legacy Fund Investment Income**

Proceeds from the sale of PDI assets to Hydro One were used to establish a Legacy Fund and have been invested. The 2023 budget includes \$1.5 million of investment income from the Legacy Fund.

### **COPHI Dividends**



The \$5.2 million represents the dividend payments expected from the Peterborough Utilities Group of Companies.

### **Casino Gaming Revenues**

Casino Revenues - With the lessening of COVID-19 restrictions in 2022, revenues have begun to rebound. A 2023 budget of \$3.0 million anticipates the return to pre-COVID-19 revenues. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to fund various capital projects as approved by Council.

In the event that Casino Revenues exceed budget the following recommendations will be required.

### **Recommendations**

**That any excess Casino Gaming revenues at the end of 2023, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:**

**a) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that**

**b) amounts beyond the \$1 million will be used for Capital works in the 2024 Capital Budget.**

### **2022 Surplus Carried Forward as 2023 Revenue**

The 2023 Budget has been prepared assuming a surplus from 2022 operations of \$100,000 (2021 - \$100,000).

### **Recommendation**

**That any net surplus funds, after the disposition of the recommendations in this report, from 2023 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works.**

## **Sewer Surcharge**

### **Operating and Capital expenditures funded from Sewer Surcharge**

All of the Environmental Protection operating expenses, except the Little Lake Fountain, plus Public Works Sanitary Sewer maintenance costs, are funded through Sewer Surcharge Revenues. All of the Environmental Protection Capital works, plus Wastewater Related Capital works, are funded either through contributions from the Wastewater Reserve Fund or through Development Charges.

On February 13, 2017, in consideration of Report USEC17-001 Water Resource Protection, Council resolved the following:

- d) That, related to an increased need to maintain the City's sanitary sewer system:
  - i) Council recognize the need to, over time, increase the annual sanitary sewer funding by an additional \$3.5 million, subject to annual budget discussions; and
  - ii) In the first year, being 2018, an additional amount up to \$350,000 be included in the "All Inclusive" budget, subject to budget discussions and final budget approval.

The 2023 budget \$350,000 increase in Sewer Surcharge is the fifth year of the ten-year implantation of the Water Resource Protection program The Sewer Surcharge rate for 2023 has increased to 104.46% of the Water Rate.

### **\$19.3 million Sewer Surcharge to be raised**

The 104.46% Sewer Surcharge Rate, coupled with increased water rates and some growth, means the City will raise \$19.3 million in sewer surcharge revenues in 2023 (2022 - \$18.6 million). The amount of sewer surcharge that can be transferred into the Wastewater Reserve Fund to finance Capital works will be \$6.6 million.

### **Average Sewer Surcharge payable increases by \$7.01 (3.6%)**

For every \$100,000 in residential assessment, when the estimated 2.0% water rate increase for 2023 is considered along with the 104.46% sewer surcharge rate, there is a \$7.01 or 3.6% increase in the sewer surcharge annual amount payable over the 2022 level. The rates and levies are summarized in the following Chart.

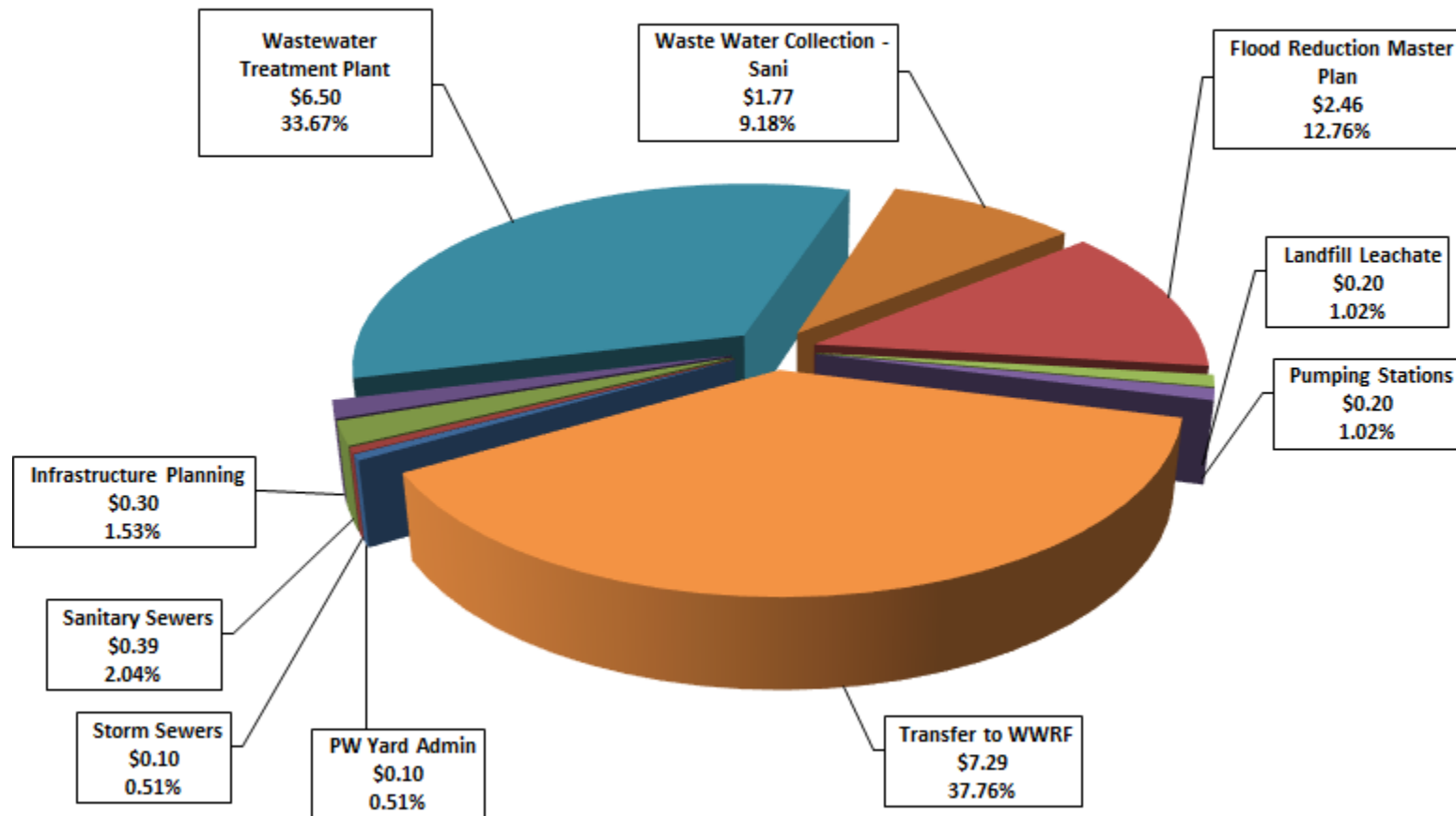
**Comparative All Inclusive Tax and Sewer Surcharge Rates & Levies**  
**For years 2022 and 2023**

**Compares All-Inclusive Tax and Sewer Surcharge Rates and Levies**  
**For every \$100,000 of residential assessment**

Ref C1	Description C2	2022 C3	2023 C4	Change from 2022	
				Amount	%
				C5	C6
1.0	Average annual Water Rates	192.86	196.72	3.86	2.0%
2.0	Sewer Surcharge Effective Rate	102.92%	104.46%	1.5%	1.5%
3.0	Sewer Surcharge Payable	198.49	205.50	7.01	3.6%

**Sewer Surcharge Funded Operating Expenditures**

**2023 Sewer Surcharge Funded Operating Expenditures -  
\$19.31 (Million)**



Part 2  
2023 Operating and Capital (By Department)

**Other Fees and Service Charges Summary - 2022-2023**

User fees shown here are reflected throughout Departmental Budgets and reduce net tax levy requirements.

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
<b>Chief Administrative Officer</b>						
Corporate Sponsorship	10040	348,960	222,200	227,250	-34.9%	-121,710
Communication Services		<b>348,960</b>	<b>222,200</b>	<b>227,250</b>	<b>-34.9%</b>	<b>-121,710</b>
Fire - Administration	10020	851,960	851,960	855,482	0.4%	3,522
Fire Services		<b>851,960</b>	<b>851,960</b>	<b>855,482</b>	<b>0.4%</b>	<b>3,522</b>
<b>Chief Administrative Officer</b>		<b>1,200,920</b>	<b>1,074,160</b>	<b>1,082,732</b>	<b>-9.8%</b>	<b>-118,188</b>
<b>Corporate and Legislative Services</b>						
City Clerk - Administration	10290	342,649	310,860	349,972	2.1%	7,323
City Clerk		<b>342,649</b>	<b>310,860</b>	<b>349,972</b>	<b>2.1%</b>	<b>7,323</b>
Taxation	10165	244,902	250,900	244,902	0.0%	0
Financial Services		<b>244,902</b>	<b>250,900</b>	<b>244,902</b>	<b>0.0%</b>	<b>0</b>
Market Hall	10085	24,450	24,450	24,939	2.0%	489
Millennium Park Boathouse	10090	10,404	10,404	10,612	2.0%	208
Court House	10095	366,813	373,197	355,682	-3.0%	-11,131
Rental Property Management	10100	216,358	216,358	240,804	11.3%	24,446
Queen Alex	10105	96,218	96,218	98,143	2.0%	1,925
Rental Property, 249 Simcoe Street	10110	28,104	42,600	43,452	54.6%	15,348
210 Wolfe St City Hall S	10115	97,074	154,458	154,458	59.1%	57,384
Facilities Management		<b>839,421</b>	<b>917,685</b>	<b>928,090</b>	<b>10.6%</b>	<b>88,669</b>

Part 2  
2023 Operating and Capital (By Department)

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
Information Technology	10055	0		30,000	0.0%	30,000
<b>Information Technology</b>		<b>0</b>		<b>30,000</b>	<b>0.0%</b>	<b>30,000</b>
Office of POA	10310	1,635,532	1,628,362	1,651,703	1.0%	16,171
<b>Legal Services</b>		<b>1,635,532</b>	<b>1,628,362</b>	<b>1,651,703</b>	<b>1.0%</b>	<b>16,171</b>
<b>Corporate and Legislative Services</b>		<b>3,062,504</b>	<b>3,107,807</b>	<b>3,204,667</b>	<b>4.6%</b>	<b>142,163</b>
<b>Facilities and Planning Initiatives</b>						
Facilities & Planning Initiatives	10060	29,850	29,850	0	-100.0%	-29,850
<b>Facilities and Planning Initiatives</b>		<b>29,850</b>	<b>29,850</b>	<b>0</b>	<b>-100.0%</b>	<b>-29,850</b>
<b>Facilities and Planning Initiatives</b>		<b>29,850</b>	<b>29,850</b>	<b>0</b>	<b>-100.0%</b>	<b>-29,850</b>
<b>Infrastructure and Planning Services</b>						
Building Inspection	11135	12,000	12,000	12,000	0.0%	0
By-law Enforcement	11140	115,600	100,000	104,000	-10.0%	-11,600
<b>Building Services</b>		<b>127,600</b>	<b>112,000</b>	<b>116,000</b>	<b>-9.1%</b>	<b>-11,600</b>
Airport	11125	1,066,150	1,062,164	1,108,589	4.0%	42,439
<b>Airport</b>		<b>1,066,150</b>	<b>1,062,164</b>	<b>1,108,589</b>	<b>4.0%</b>	<b>42,439</b>
Engineering	10760	13,912	13,912	13,984	0.5%	72

Part 2  
2023 Operating and Capital (By Department)

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
Street Lighting	10765	14,000	0	14,000	0.0%	0
Parks Maintenance	10832	10,800	10,800	14,800	37.0%	4,000
Forestry	10833	3,000	2,845	3,000	0.0%	0
Horticulture	10834	500	0	500	0.0%	0
<b>Engineering, Construction and Public Works</b>		<b>42,212</b>	<b>27,557</b>	<b>46,284</b>	<b>9.6%</b>	<b>4,072</b>
Parking-Administration	10880	700,000	621,000	725,000	3.6%	25,000
Parking-Simcoe St. Parking Garage	10885	288,600	112,400	486,100	68.4%	197,500
Parking-King St. Parking Garage	10890	585,000	245,400	814,220	39.2%	229,220
Parking-Parking Lots	10895	493,560	380,600	548,700	11.2%	55,140
Parking-Street Meters	10900	748,000	447,150	974,500	30.3%	226,500
Transit-Recoverables	10945	6,500	3,750	11,500	76.9%	5,000
Transit-Conventional Transit Operation	10950	5,765,800	4,972,689	5,697,779	-1.2%	-68,021
Specialized Transit	10955	152,000	152,000	151,400	-0.4%	-600
<b>Transportation</b>		<b>8,739,460</b>	<b>6,934,989</b>	<b>9,409,199</b>	<b>7.7%</b>	<b>669,739</b>
Waste Disposal and Reduction Administration	10975	10,710	10,710	61,722	476.3%	51,012
Landfill Operation	10980	148,000	153,000	155,000	4.7%	7,000
Compost Site Operation	10985	10,000	10,000	10,000	0.0%	0
Hazardous Waste Collection	10995	80,000	80,000	97,700	22.1%	17,700
Large Article Pick-up	11000	15,500	15,000	16,000	3.2%	500
Recycling Collection	11010	20,000	20,000	24,000	20.0%	4,000
Recycling Processing	11015	1,444,000	1,444,000	1,494,000	3.5%	50,000
Waste Water Treatment Plant	11020	365,000	500,000	750,300	105.6%	385,300
Effluent Monitoring	11035	697,500	695,000	750,000	7.5%	52,500
Cavan Monaghan Treatment Plant	11055	294,299	345,000	405,339	37.7%	111,040

Part 2  
2023 Operating and Capital (By Department)

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
<b>Environmental Services</b>		3,085,009	3,272,710	3,764,061	22.0%	679,052
<b>Infrastructure and Planning Services</b>		13,060,431	11,409,420	14,444,133	10.6%	1,383,702
<b>Asset Management and Capital planning</b>						
Asset Management and Capital Planning	10745	98,922	100,000	149,760	51.4%	50,838
Infrastructure Management		98,922	100,000	149,760	51.4%	50,838
<b>Asset Management and Capital planning</b>		98,922	100,000	149,760	51.4%	50,838
<b>Community Services</b>						
Ptbo Sport & Wellness Centre	10465	2,797,966	2,208,960	2,557,234	-8.6%	-240,732
Marina	10480	423,662	423,536	465,624	9.9%	41,962
Beavermead	10490	28,700	56,731	54,667	90.5%	25,967
Direct Delivery	10495	0	0	308,254	0.0%	308,254
Instructional Sports	10510	295,000	108,885	300,938	2.0%	5,938
Sport Field Permitting	10520	431,215	420,479	445,960	3.4%	14,745
Naval Association Memorial Park	10536	239,865	106,898	107,089	-55.4%	-132,776
McDonnell St Community Centre	10537	0	0	174,215	0.0%	174,215
Community Programs	10539	0	0	21,500	0.0%	21,500
<b>Recreation</b>		4,216,408	3,325,489	4,435,481	5.2%	219,073
<b>Arts, Culture &amp; Heritage</b>	10325	40,000	40,000	0	-100.0%	-40,000

Part 2  
2023 Operating and Capital (By Department)

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
Heritage Preservation Office	10330	2,800		0	-100.0%	-2,800
PACAC	10335	4,200	5,000	4,336	3.2%	136
Museum - Administration	10345	30,120	25,417	30,620	1.7%	500
Museum Gift Shop	10350	16,800	16,800	20,800	23.8%	4,000
Programs	10355	145,100	102,780	151,600	4.5%	6,500
Public Support	40005	6,000	6,000	6,000	0.0%	0
Private Support	40010	135,000	110,780	156,000	15.6%	21,000
AGP SHOP	40030	52,000	35,500	52,000	0.0%	0
Main Library	60005	107,050	50,148	90,900	-15.1%	-16,150
Library Main Admin	60010	0		700	0.0%	700
<b>Arts, Culture and Heritage</b>		<b>539,070</b>	<b>392,425</b>	<b>512,956</b>	<b>-4.8%</b>	<b>-26,114</b>
Urban Park	10092	5,500	2,750	22,150	302.7%	16,650
Morrow Park	10375	227,674	225,000	202,000	-11.3%	-25,674
PMC Administration	10380	935,538	932,818	473,972	-49.3%	-461,566
PMC Events	10390	275,625	275,625	766,380	178.1%	490,755
PMC Food & Beverage Services	10400	60,100	60,100	60,100	0.0%	0
Healthy Planet Arena-Administration	10410	1,271,162	1,239,668	1,333,170	4.9%	62,008
Healthy Planet Arena Lounge	10420	60,000	30,700	60,000	0.0%	0
Kinsmen Arena-Administration	10425	851,135	850,835	893,302	5.0%	42,167
Kinsmen Arena-Canteens	10430	6,500	5,500	6,500	0.0%	0
<b>Arenas</b>		<b>3,693,234</b>	<b>3,622,996</b>	<b>3,817,574</b>	<b>3.4%</b>	<b>124,340</b>
Child Serv. Core & Expansion Funding	10545	510,000	510,000	355,000	-30.4%	-155,000
Pbo Day Care	10565	468,012	375,488	229,403	-51.0%	-238,609
Pearson DC	10570	428,538	340,472	214,269	-50.0%	-214,269

Part 2  
2023 Operating and Capital (By Department)

	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
School Age Care	10575	568,762	534,612	526,464	-7.4%	-42,298
City - Mandatory Benefits	10590	150,000	150,000	235,000	56.7%	85,000
County - Mandatory Benefits	10595	27,000	27,000	100,000	270.4%	73,000
100 % Municipal City Costs	10610	5,000	5,000	21,500	330.0%	16,500
100 % Municipal County Costs	10615	1,500	1,500	1,500	0.0%	0
Social Housing Administration	10655	100,000	100,000	0	-100.0%	-100,000
Peterborough Housing Corp	10660	128,471	128,471	0	-100.0%	-128,471
Home Ownership Program	10720	75,000	75,000	75,000	0.0%	0
<b>Social Services</b>		<b>2,462,283</b>	<b>2,247,543</b>	<b>1,758,136</b>	<b>-28.6%</b>	<b>-704,147</b>
<b>Community Services</b>		<b>10,910,995</b>	<b>9,588,453</b>	<b>10,524,147</b>	<b>-3.5%</b>	<b>-386,848</b>
<b>Community Development Program</b>						
Community Development Program	10635	124,820	124,820	174,240	39.6%	49,420
<b>Social Services</b>		<b>124,820</b>	<b>124,820</b>	<b>174,240</b>	<b>39.6%</b>	<b>49,420</b>
<b>Community Development Program</b>		<b>124,820</b>	<b>124,820</b>	<b>174,240</b>	<b>39.6%</b>	<b>49,420</b>
<b>Planning and Development</b>						
Planning Administration	11120	226,000	235,000	1,014,287	348.8%	788,287
<b>Planning and Development and Real Estate</b>		<b>226,000</b>	<b>235,000</b>	<b>1,014,287</b>	<b>348.8%</b>	<b>788,287</b>

Part 2  
2023 Operating and Capital (By Department)

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	Activity Ref	2022 Approved	2022 Preliminary	2023 Recommended	% Change	\$ Change
Planning and Development		226,000	235,000	1,014,287	348.8%	788,287
Total Fees and Service Charges		28,714,442	25,669,510	30,593,966	6.5%	1,879,524





Budget Highlights

Part 3: **2023 Property Taxation**



## Taxation Revenue Summary

The amount of taxation revenue, included in the 2023 Budget, to fund the net expenditures from all City activities, less corporate revenues, is \$155.3 million. The following charts show the tax levy by class of property.

Description	2022 Approved	2023 Recommended	Variances 2022 - 2023	
			Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Tax Levy</b>				
<b><u>Residential</u></b>				
Residential	102,817,209	108,173,359	5.2%	5,356,150
Multiresidential	15,580,704	16,306,670	4.7%	725,966
New Multi-residential	1,277,277	1,735,515	35.9%	458,238
	<b>119,675,190</b>	<b>126,215,544</b>	<b>5.5%</b>	<b>6,540,354</b>
<b><u>Commercial Industrial &amp; Business</u></b>				
<b><u>Commercial</u></b>				
Commercial Class	18,335,942	19,051,910	3.9%	715,968
Commercial Class New Construction	5,711,933	5,896,244	3.2%	184,311
Commercial Class Vacant Units	326,487	332,443	1.8%	5,956
Commercial Class Vacant Units New Construction	54,922	57,305	4.3%	2,383
Commercial Class, Vacant Land	381,884	432,604	13.3%	50,720
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
	<b>24,811,168</b>	<b>25,770,506</b>	<b>3.9%</b>	<b>959,338</b>
<b><u>Industrial</u></b>				
Industrial Class	2,070,488	2,087,766	0.8%	17,278
Industrial Class New Construction	263,054	575,554	118.8%	312,500
Industrial Tax Vacant Units	68,826	71,932	4.5%	3,106
Industrial Tax Vacant Units New Construction	3,333	2,737	-17.9%	(596)
Industrial Class, Vacant Land	172,732	180,552	4.5%	7,820
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
	<b>2,578,433</b>	<b>2,918,541</b>	<b>13.2%</b>	<b>340,108</b>
<b><u>Other</u></b>				
Pipeline	309,465	327,720	5.9%	18,255
Farm Property	25,113	26,436	5.3%	1,323
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	661	690	4.4%	29
	<b>335,239</b>	<b>354,846</b>	<b>15.60%</b>	<b>19,607</b>
<b>Total Levied By Tax Rate</b>	<b>147,400,030</b>	<b>155,259,437</b>	<b>5.3%</b>	<b>7,859,407</b>

## **Tax Policy**

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### **Tax Ratios and Tax Rates**

Tax ratios are applied to current value assessment to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Tax ratios have a direct bearing on the tax rate calculations and ultimately determine the relationship that industrial, commercial, and multi-residential municipal tax rates have to the residential tax rate.

The Commercial and Industrial Classes achieved the goal of a tax ratio of 1.5%.

### **City is required to pass a 2023 tax ratio by-law**

Section 308 of the **Municipal Act, 2001** requires single tier municipalities to pass a by-law to establish the tax ratios for each property class, no later than April 30 of each year.

### **Recommendation**

**That a by-law be passed to establish the 2023 tax ratios for each property class as set out in the 2023 Operating Budget.**

### **Farmland Awaiting Development**

Section 313 of the **Municipal Act, 2001**, requires municipalities to establish a percentage reduction for farmland awaiting development. The minimum reduction is 25% of the residential rate. While there are presently no properties in the City of Peterborough in this category, a higher percentage reduction has been gradually phased in for several years. In 2015, the reduction percentage reached the maximum 75%. Staff recommends that the percentage remain unchanged for 2023.

### **Recommendation**

**That the 2023 tax rate for farmland awaiting development subclass be 75% of the residential rate.**

### **Other Tax Policies to be Considered**

The following recommendations essentially maintain the status quo in a number of tax policy areas as has been the practice for several years.

## **Taxable Assessment**

To establish a property's assessed value, MPAC analyzes property sales throughout the City. This method is called Current Value Assessment (CVA).

In addition to sales, they look at the key features of each property. Five major factors usually account for 85% of the value:

- location;
- lot dimensions;
- living area;
- age of the property, adjusted for any major renovations or additions; and
- quality of construction.

Other features that may affect value include number of bathrooms, fireplaces, garages, pools, whether properties have water frontage, and so on.

## **Re-assessment Four Year Cycle**

As part of the 2007 Ontario Budget, the Liberal government announced plans to improve the property tax system to make it “fair, predictable and sustainable”. These plans included a four-year reassessment cycle.

This phase-in program is administered by MPAC as it provides the applicable phased-in assessed values to municipalities each year in the assessment rolls.

This phase-in program applies to all property classes and all properties within each class that have experienced an assessment increase. All increases are subject to the phase-in regardless of the amount. Due to the COVID-19 restrictions, the 2020 re-assessment was postponed. Direction was given to the City by the Province to use the 2016 assessment 2020 destination values for the 2021, 2022 and 2023 taxation year. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2023. The phase-in program would then start in the 2024 taxation year.

An example helps illustrate. A residential property, where the January 1, 2016 value was \$320,000 and the January 1, 2020 destination value has increased to \$360,000, experienced an overall value increase of \$40,000, or 20%. Under the phase-in program, the final destination value of \$360,000 is not attained until year four. For the 2023 taxation year, the 2020 destination value is carried over and used for the 2023 taxation year.

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2023 Property Taxation

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The following chart shows the affect of this sample assessment phase-in.

**Sample Phase-in for a Property where the Assessment is increasing from \$320,000 to \$360,000**

Taxation Year	2016	2017	2018	2019	2020	2021	2022	2023
Valuation Date	January 1, 2012	January 1, 2016	January 1, 2016	January 1, 2016	January 1, 2016	January 1, 2016	January 1, 2016	January 1, 2016
CVA	\$320,000	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Phase-in	0	25.00%	50.00%	75.00%	100.00%	100.00%	100.00%	100.00%
CVA for Taxation	\$320,000	\$330,000	\$340,000	\$350,000	\$360,000	\$360,000	\$360,000	\$360,000

Properties that experience a decrease in value between the two-reassessment years have received their full decrease in 2017 that carries forward through to, and including, 2023.

**Taxable assessment for 2023 – estimated 0.8% increase**

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. The overall taxable assessment for 2023 is estimated to remain flat over the 2022 budget level. As mentioned above, there is no phase-in of reassessment in 2023 and real growth is expected to be minimal

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2023 Property Taxation

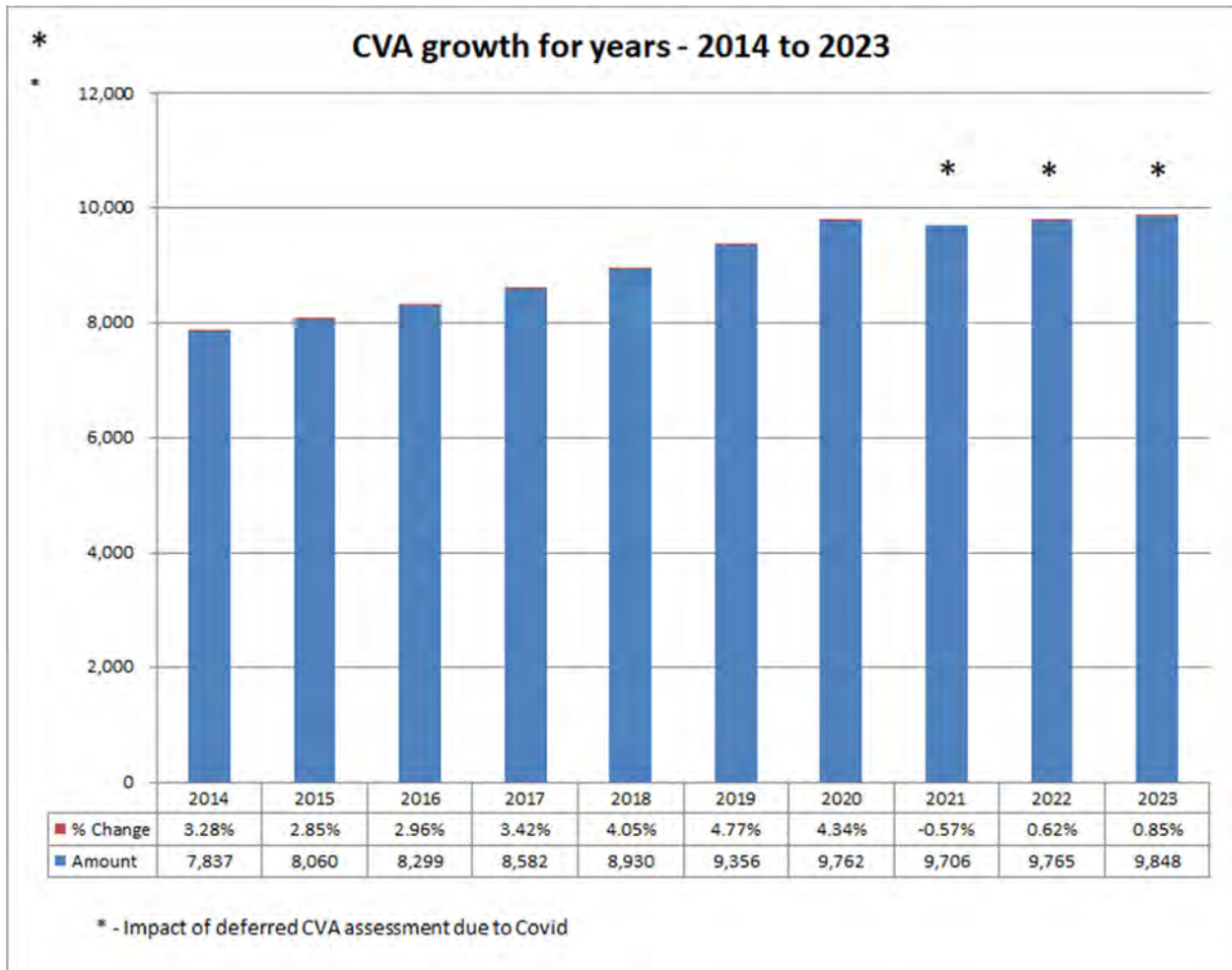
The following chart reflects the taxable assessment by class and subclass.

**2022 - 2023 Taxable CVA by Class and Sub-class**

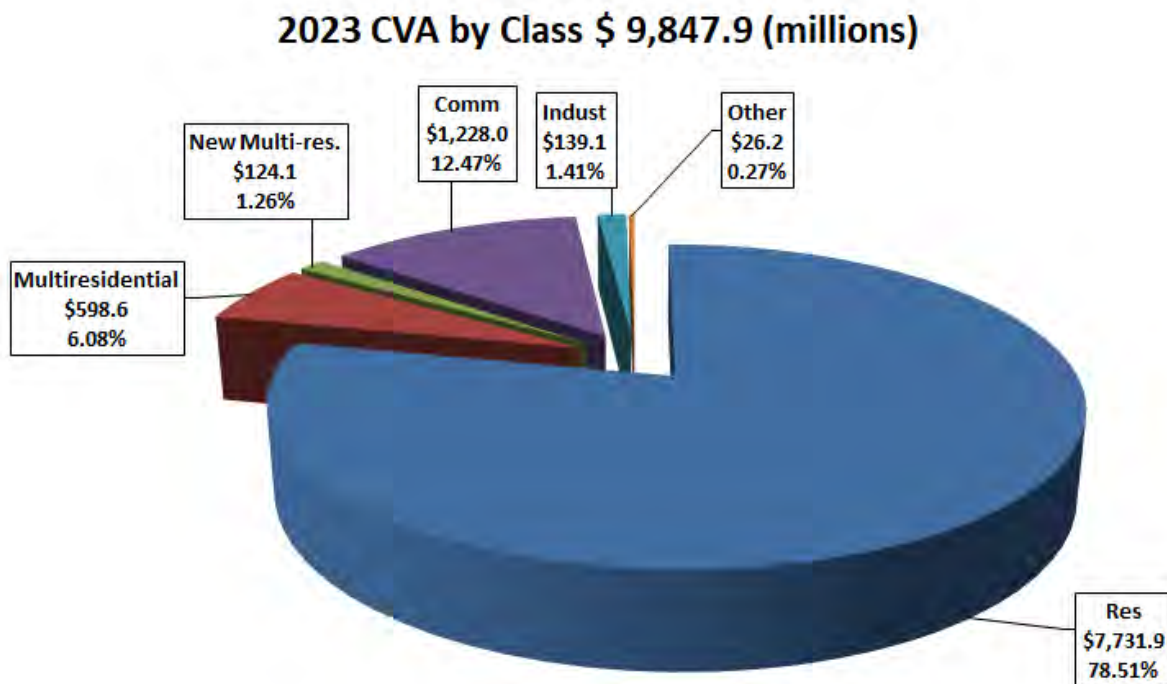
Description	2022 Approved	2023 Recommended	Variances 2022 - 2023	
			Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Current Value Assessment</b>				
<b><u>Residential</u></b>				
Residential (Taxable)	7,681,846,183	7,731,964,928	0.7%	50,118,745
Multiresidential	597,824,900	598,579,700	0.1%	754,800
New Multi-residential	95,430,000	124,050,300	30.0%	28,620,300
<b>Subtotal Residential</b>	<b>8,375,101,083</b>	<b>8,454,594,928</b>	<b>0.9%</b>	<b>79,493,845</b>
<b><u>Commercial</u></b>				
Commercial Class	913,296,446	907,855,471	-0.6%	(5,440,975)
Commercial Class New Construction	284,506,152	280,965,900	-1.2%	(3,540,252)
Commercial Class Vacant Units	16,262,012	15,841,466	-2.6%	(420,546)
Commercial Class Vacant Units New Construction	2,735,638	2,730,700	-0.2%	(4,938)
Commercial Class, Vacant Land	19,021,301	20,614,301	8.4%	1,593,000
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Commercial</b>	<b>1,235,821,549</b>	<b>1,228,007,838</b>	<b>-0.6%</b>	<b>(7,813,711)</b>
<b><u>Industrial</u></b>				
Industrial Class	103,129,126	99,485,570	-3.5%	(3,643,556)
Industrial Class New Construction	13,102,500	27,426,100	109.3%	14,323,600
Industrial Tax Vacant Units	3,428,147	3,427,692	0.0%	(455)
Industrial Tax Vacant Units New Construction	166,000	130,400	-21.4%	(35,600)
Industrial Class, Vacant Land	8,603,600	8,603,600	0.0%	0
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
<b>Subtotal Industrial</b>	<b>128,429,373</b>	<b>139,073,362</b>	<b>8.3%</b>	<b>10,643,989</b>
<b><u>Other</u></b>				
Pipeline	18,198,000	18,438,000	1.3%	240,000
Farm Property	7,505,200	7,558,400	0.7%	53,200
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	197,400	197,400	0.0%	0
<b>Subtotal Other</b>	<b>25,900,600</b>	<b>26,193,800</b>	<b>1.1%</b>	<b>293,200</b>
<b>Grand Total</b>	<b>9,765,252,605</b>	<b>9,847,869,928</b>	<b>0.8%</b>	<b>82,617,323</b>
<b>Grand Total</b>	<b>9,765,252,605</b>	<b>9,847,869,928</b>	<b>0.8%</b>	<b>82,617,323</b>

### CVA growth 2013-2022

The chart below shows the total taxable assessment changes for the years 2014 through to 2023.



The following chart shows the relative breakdown of the total \$9.9 billion 2023 taxable assessment by type.



### Tax Ratios and Tax Rates

Tax ratios are applied to current value assessment (CVA) to determine weighted value assessment that is, in turn, used to calculate municipal tax rates.

Tax ratios have a direct bearing on the tax rate calculations and are a factor in determining the portion of the total municipal tax levy allocated to each of the tax classes, such as, residential, industrial or commercial. As an example, for 2023, although the Commercial tax class CVA is 12.4% of the total CVA, after the application of the commercial 1.5 tax ratio to the tax rate calculation the tax burden of the commercial class will be \$25.8 million (15.6%) of the total \$155.3 municipal tax levy.

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2023 Property Taxation

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The 2023 Budget reflects the tax ratios shown below.

**Tax Ratios – 2022 - 2023**

Description	2022 Approved	2023 Recommended	Variances 2022 - 2023	
			Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Tax Ratios</b>				
<b><u>Residential</u></b>				
Residential	1.000000	1.000000	0.0%	0.0000000
Multiresidential	1.947210	1.947210	0.0%	0.0000000
New Multi-residential	1.000000	1.000000	0.0%	0.0000000
<b><u>Commercial</u></b>				
Commercial Class	1.500000	1.500000	0.0%	0.0000000
Commercial Class New Construction	1.500000	1.500000	0.0%	0.0000000
Commercial Class Vacant Units	1.500000	1.500000	0.0%	0.0000000
Commercial Class Vacant Units New Construction	1.500000	1.500000	0.0%	0.0000000
Commercial Class, Vacant Land	1.500000	1.500000	0.0%	0.0000000
Commercial Class, Vacant Land New Construction	1.500000	1.500000	0.0%	0.0000000
<b><u>Industrial</u></b>				
Industrial Class	1.500000	1.500000	0.0%	0.0000000
Industrial Class New Construction	1.500000	1.500000	0.0%	0.0000000
Industrial Tax Vacant Units	1.500000	1.500000	0.0%	0.0000000
Industrial Tax Vacant Units New Construction	1.500000	1.500000	0.0%	0.0000000
Industrial Class, Vacant Land	1.500000	1.500000	0.0%	0.0000000
Industrial Class, Vacant Land New Construction	1.500000	1.500000	0.0%	0.0000000
<b><u>Other</u></b>				
Pipeline	1.270600	1.270600	0.0%	0.0000000
Farm Property	0.250000	0.250000	0.0%	0.0000000
Farm Land Awaiting Development	0.750000	0.750000	0.0%	0.0000000
Managed Forest	0.250000	0.250000	0.0%	0.0000000

Part 3  
2023 Property Taxation

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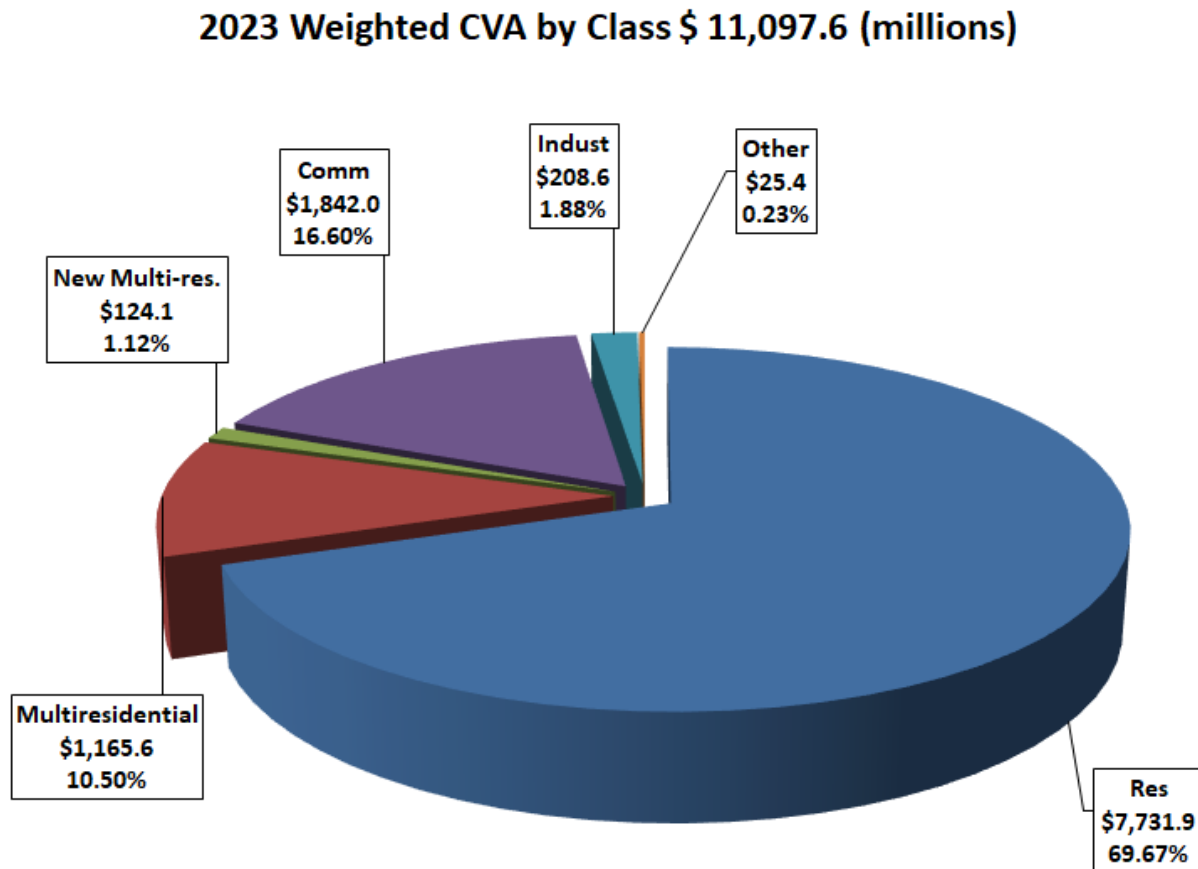
## Weighted Taxable Assessment

Current Value Assessment, multiplied by the applicable tax ratios, generates Weighted Taxable Assessment, as shown on the following chart that is ultimately used to calculate tax rates for each property class.

### Weighted Taxable Assessment 2022 - 2023

Description	2022 Approved	2023 Recommended	Variances 2022 - 2023	
			Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
Weighted Current Value Assessment				
<u>Residential</u>				
Residential	7,681,846,183	7,731,964,928	0.7%	50,118,745
Multiresidential	1,164,090,624	1,165,560,378	0.1%	1,469,754
New Multi-residential	95,430,000	124,050,300	30.0%	28,620,300
Subtotal Residential	8,941,366,807	9,021,575,606	0.9%	80,208,799
<u>Commercial</u>				
Commercial Class	1,369,944,669	1,361,783,207	-0.6%	(8,161,462)
Commercial Class New Construction	426,759,228	421,448,850	-1.2%	(5,310,378)
Commercial Class Vacant Units	24,393,018	23,762,199	-2.6%	(630,819)
Commercial Class Vacant Units New Construction	4,103,457	4,096,050	-0.2%	(7,407)
Commercial Class, Vacant Land	28,531,952	30,921,452	8.4%	2,389,500
Commercial Class, Vacant Land New Construction	0	0	0.0%	0
Subtotal Commercial	1,853,732,324	1,842,011,758	-0.6%	(11,720,566)
<u>Industrial</u>				
Industrial Class	154,693,689	149,228,355	-3.5%	(5,465,334)
Industrial Class New Construction	19,653,750	41,139,150	109.3%	21,485,400
Industrial Tax Vacant Units	5,142,221	5,141,538	0.0%	(683)
Industrial Tax Vacant Units New Construction	249,000	195,600	-21.4%	(53,400)
Industrial Class, Vacant Land	12,905,400	12,905,400	0.0%	0
Industrial Class, Vacant Land New Construction	0	0	0.0%	0
Subtotal Industrial	192,644,060	208,610,043	8.3%	15,965,983
<u>Other</u>				
Pipeline	23,122,379	23,427,323	1.3%	304,944
Farm Property	1,876,300	1,889,600	0.7%	13,300
Farm Land Awaiting Development	0	0	0.0%	0
Managed Forest	49,350	49,350	0.0%	0
Subtotal Other	25,048,029	25,366,273	1.3%	318,244
Grand Total	11,012,791,220	11,097,563,680	0.8%	84,772,460

The 2023 Weighted Taxable Assessment by class is shown in the chart below.



## Municipal Tax Rate Calculation

The 2023 Residential Municipal Tax Rate is calculated by dividing the total net tax levy requirements for the year (\$155.3 million) by the total Taxable Weighted Assessment (\$11.098 billion). The residential tax rate is then multiplied by each of the other classes' applicable tax ratios to determine the tax rates for the other classes.

For example, the 1.399041% Residential tax rate for 2023 is calculated as follows:

A - Total 2023 net tax levy = \$155,259,437

B - Total Weighted Taxable Assessment = \$11,097,563,680

C - Residential tax rate = 1.399041% (  $\$155,259,437 / \$11,097,563,680 \times 100$  )

The tax rates for the other classes are then calculated by multiplying the residential tax rate by the ratio for the class and subclass. As an example, the 2.7242270% Multi-residential rate for 2023 is calculated by multiplying the 1.399041% Residential tax rate times the 1.947210 Multi-residential tax ratio.

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2023 Property Taxation

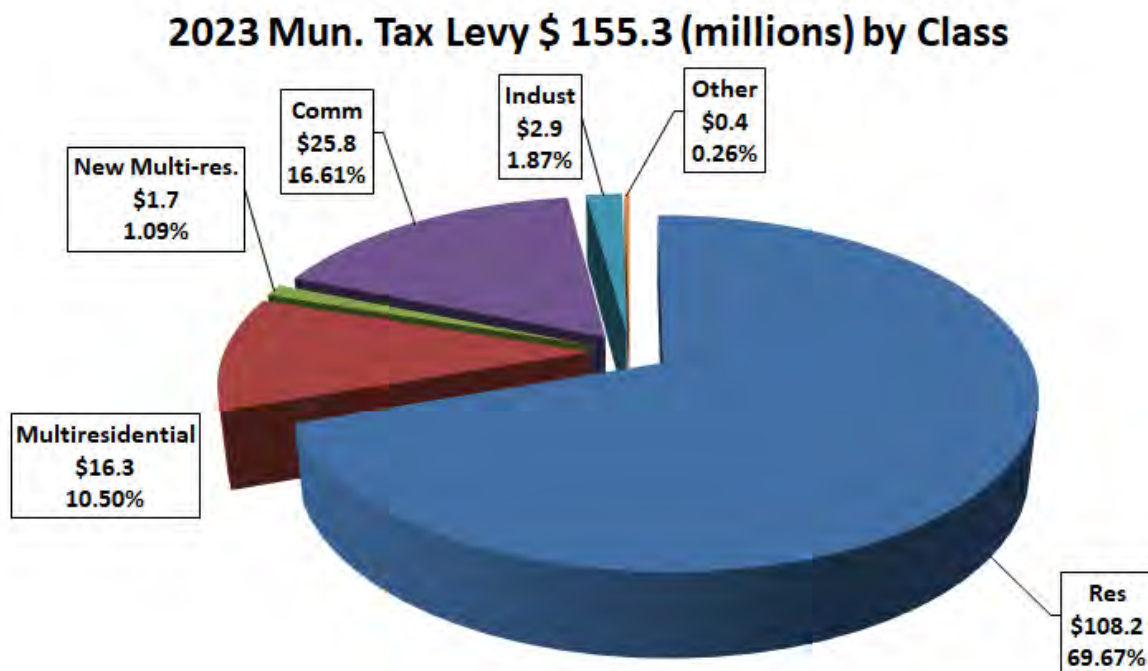
The resulting 2022 and 2023 tax rates for each class are shown in following table.

**2022 - 2023 Municipal Tax Rates**

Description	2022 Approved	2023 Recommended	Variances 2022 - 2023	
			Over (Under) 2022 Budget %	Over (Under) 2022 Budget \$
<b>Municipal Tax Rates</b>				
<b><u>Residential</u></b>				
Residential	1.3384440%	1.3990410%	4.5%	0.060597%
Multiresidential	2.6062320%	2.7242270%	4.5%	0.117995%
New Multi-residential	1.3384440%	1.3990410%	4.5%	0.060597%
<b><u>Commercial</u></b>				
Commercial Class	2.0076660%	2.0985620%	4.5%	0.090896%
Commercial Class New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
Commercial Class Vacant Units	2.0076660%	2.0985620%	4.5%	0.090896%
Commercial Class Vacant Units New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
Commercial Class, Vacant Land	2.0076660%	2.0985620%	4.5%	0.090896%
Commercial Class, Vacant Land New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
<b><u>Industrial</u></b>				
Industrial Class	2.0076660%	2.0985620%	4.5%	0.090896%
Industrial Class New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
Industrial Tax Vacant Units	2.0076660%	2.0985620%	4.5%	0.090896%
Industrial Tax Vacant Units New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
Industrial Class, Vacant Land	2.0076660%	2.0985620%	4.5%	0.090896%
Industrial Class, Vacant Land New Construction	2.0076660%	2.0985620%	4.5%	0.090896%
<b><u>Other</u></b>				
Pipeline	1.7006270%	1.7776210%	4.5%	0.076994%
Farm Property	0.3346110%	0.3497600%	4.5%	0.015149%
Farm Land Awaiting Development	1.0038330%	1.0492810%	4.5%	0.045448%
Managed Forest	0.3346110%	0.3497600%	4.5%	0.015149%

### Municipal Tax Levy by Class

The combination of CVA, tax ratios, weighted taxable assessment, and tax rates results in municipal taxes levied by class as depicted in the following chart.



### Education Tax Rates

#### Residential, Multi-residential and Farm

Since 1998, a uniform education tax rate has been established by the Province to be levied against Residential, Multi-residential and Farm property, regardless of its location in Ontario. In reassessment years, the Province has adjusted the uniform residential/farm education rate to achieve a province-wide revenue neutral tax yield from these classes. Each municipality is affected differently depending on how market values in their area have increased or decreased relative to province-wide market change averages.

While Council is not involved in the decision, the 2023 education rates do impact the total tax on assessment City taxpayers will pay in 2023. The 4.00% increase in the all-inclusive tax levy, reflected in the 2023 Budget, is impacted by the education rate. For the 2023 Budget, it has been assumed that there will be a 0.0% change in the residential education tax rates established for 2023 and that they will remain at 0.153000%

### **Business Education Property Tax Rates**

When the Province first assumed responsibility for establishing education tax rates in 1998, each municipality had different Business Education Tax (BET) Rates depending on their 1997 education tax levels that had been set by the individual school boards. As a result, there are a wide range of BET rates throughout the province.

Business representatives across the province criticized high BET rates as being unfair and being a barrier to economic competitiveness stating they put many regions of the province at a disadvantage compared to others.

In the 2007 Ontario budget, the Province announced a plan to reduce the BET rates each year to achieve a target rate in 2014. The original target rate (applied in 2007 and 2008) was 1.60%, the target in 2014 was 1.22%. The target rate has been moved down over time to offset average assessment appreciation. The BET reduction program did in fact reduce rates from 2008 - 2012, however, the 2012 budget 'froze' the ceiling rates, which are being adjusted on a revenue neutral basis only.

### **Estimated 2023 Business Education Tax Rates**

The City's 2023 BET rates were not announced by the Province until early 2022. For the 2023 Budget, the Business Education rates have remained at 2022 rates.

The following table shows the 2022 and 2023 Municipal and Education Tax Rates including all of the above assumptions.

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2023 Property Taxation

2022 and 2023

Municipal and Education Tax Rates

Class	2022 Tax rates			2023 Tax rates					
	Taxes as approved by By-law			Tax rates as per 2023 Budget MPAC Assess			% Change in rate		
	Municipal	Education	Total	Municipal	Education	Total	Municipal	Education	Total
<b><u>Residential</u></b>									
Residential	1.3384440%	0.1530000%	1.4914440%	1.3990410%	0.1530000%	1.5520410%	4.53%	0.00%	4.06%
Multiresidential	2.6062320%	0.1530000%	2.7592320%	2.7242270%	0.1530000%	2.8772270%	4.53%	0.00%	4.28%
New Multi-residential	1.3384440%	0.1530000%	1.4914440%	1.3990410%	0.1530000%	1.5520410%	4.53%	0.00%	4.06%
<b><u>Commercial</u></b>									
Commercial Class	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Commercial Class New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Commercial Class Vacant Units	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Commercial Class Vacant Units New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Commercial Class, Vacant Land	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Commercial Class, Vacant Land New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
<b><u>Industrial</u></b>									
Industrial Class	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Industrial Class New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Industrial Tax Vacant Units	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Industrial Tax Vacant Units New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Industrial Class, Vacant Land	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
Industrial Class, Vacant Land New Construction	2.0076660%	0.8800000%	2.8876660%	2.0985620%	0.8800000%	2.9785620%	4.53%	0.00%	3.15%
<b><u>Other</u></b>									
Pipeline	1.7006270%	0.8800000%	2.5806270%	1.7776210%	0.8800000%	2.6576210%	4.53%	0.00%	2.98%
Farm Property	0.3346110%	0.0382500%	0.3728610%	0.3497600%	0.0382500%	0.3880100%	4.53%	0.00%	4.06%
Farm Land Awaiting Development	1.0038330%	0.1147500%	1.1185830%	1.0492810%	0.1147500%	1.1640310%	4.53%	0.00%	4.06%
Managed Forest	0.3346110%	0.0382500%	0.3728610%	0.3497600%	0.0382500%	0.3880100%	4.53%	0.00%	4.06%





Budget Highlights

Part 4: **Other Sections**



Part 4  
2023 Other Sections

## Conversion of 2023 Draft Operating Budget to Full Accrual

Ref	Description	Budgeted Items Levied							Unlevied Expenses				2023 Full Accrual Budget
		2023 Operating Budget	2023 Other Capital	2023 Tangible Capital Assets	Net Transfers To/From Reserves	Eliminations Debt Principal	Tangible Capital Assets	Subtotal 2023 Budgeted Items Levied	Amortization	Interest on Long Term Debt	Landfill Closure & Post Closure	Employee Future Benefits	
C1	C2	C3	C4	C5	C7	C8	C9	C10	C11	C12	C13	C14	C15
<b>SUMMARY OF GROSS REVENUES &amp; EXPENSES</b>													
1	<b>REVENUES</b>												
2	Tax Levy and Other Revenue												
3	Tax	156,765,237						156,765,237					156,765,237
4	Payments in Lieu	4,243,400						4,243,400					4,243,400
5	City of Ptbo Holdings	5,208,000						5,208,000					5,208,000
6	Other	8,252,565						8,252,565					8,252,565
7	Direct Revenue	152,164,462						152,164,462					152,164,462
8		<b>326,633,664</b>	-	-	-	-		<b>326,633,664</b>	-	-	-	-	<b>326,633,664</b>
9	<b>EXPENSES</b>												
10	City Council	814,981	-	-	-	-		814,981					814,981
11	Chief Administrative Officer (including Fire)	21,103,140	25,000	1,274,000	(718,600)	(105,712)	(1,274,000)	20,303,828		(1,500)		(65,000)	20,237,328
12	Corporate and Legislative Services	13,355,638	1,119,500	35,934,900	(440,983)	(427,016)	(35,934,900)	13,607,139		(9,500)		(112,000)	13,485,639
13	Infrastructure and Planning Services	76,792,084	8,419,600	78,947,800	(11,700,724)	(8,574,629)	(78,947,800)	64,936,331		(18,000)	227,000		65,145,331
14	Community Services	118,126,701	1,948,800	2,285,600	(1,806,968)	(3,397,394)	(2,285,600)	114,871,139		(25,000)			114,846,139
15	Financial Services - Other Financial *	16,429,260	-	-	(15,349,344)	-		1,079,916					1,079,916
16	Transfers to Organizations For Provision of Services **	40,052,291	-	1,239,400	(766,250)	(156,057)	(1,239,400)	39,129,984		(29,000)		125,000	39,225,984
17	Amortization								28,500,000				28,500,000
18		<b>286,674,095</b>	<b>11,512,900</b>	<b>119,681,700</b>	<b>(30,782,869)</b>	<b>(12,660,808)</b>	<b>(119,681,700)</b>	<b>254,743,318</b>	<b>28,500,000</b>	<b>(83,000)</b>	<b>227,000</b>	<b>(52,000)</b>	<b>283,335,318</b>
19	<b>Government Grants and Other Revenues Related to Capital</b>		1,303,200	34,695,600				35,998,800					35,998,800
20	<b>Financing and Transfers</b>												
21	Transfer to (From) Capital	9,176,700	(3,041,300)	(6,135,400)				-					-
22	Transfer to (From) Reserves	30,782,869	(6,928,400)	(36,414,800)	12,560,331			-					-
23	Long term debt Issued		(240,000)	(42,435,900)		42,675,900		-					-
24		<b>39,959,569</b>	<b>(10,209,700)</b>	<b>(84,986,100)</b>	<b>12,560,331</b>	<b>42,675,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
25	<b>Change in Municipal Equity - Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,222,538</b>	<b>(30,015,092)</b>	<b>119,681,700</b>	<b>107,889,146</b>	<b>(28,500,000)</b>	<b>83,000</b>	<b>(227,000)</b>	<b>52,000</b>	<b>79,297,146</b>



## Staffing

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### Full Time Positions in 2023 Budget

There are 10.0 new full-time positions, 2.0 contract positions eliminated and a 2.0 FTE reduction in election staff. This results in a net increase of 6.0 FTE as set out in the following chart.

Proposed Full time Position Changes in the 2023 Budget				
Ref	Position	Group	OP / CAP	Net FTE
C1	C2	C3	C4	C5
<b>1.00</b>	<b>Requested new full-time permanent</b>			
1.01	Diversity and Inclusion Coordinator	NU	OP	1.00
1.02	Source Organics Coordinator	NU	OP	1.00
1.03	WWTP Admin. Assistant Manager	126	OP	1.00
1.04	Permit Coordinators	126	OP	2.00
1.06	Planner Urban Design	NU	OP	1.00
1.07	Traffic Engineer	126	OP	1.00
1.08	Water Resource Development Engineer	NU	OP	1.00
1.05	By-Law Enforcement Officer	126	OP	1.00
1.09	Arborist	504	OP	1.00
	<b>Subtotal</b>			<b>10.00</b>
<b>2.00</b>	<b>Existing Full-time Contract Position Eliminated</b>			
2.01	Diversity and Inclusion Coordinator	NU	OP	-1.00
2.02	Workforce reliability Coordinator	NU	OP	-1.00
	<b>Subtotal</b>			<b>-2.00</b>
<b>3.00</b>	<b>Existing Full Time Positions Eliminated</b>			
3.01	Election Staff	126	OP	-2.00
	<b>Subtotal</b>			<b>-2.00</b>
<b>3.00</b>	<b>Total Change</b>			<b>6.00</b>

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2023 Other Sections

**Total Staff Complement**

The total staff complement for 2023 includes the 765.57 full-time equivalents (FTE) and 148.34 part-time FTEs. The following chart shows the split by employee group and the gross expenditure totals for 2022 and 2023.

	2022							2023							% change	\$ change
Group	Full time		Part-time		Total		Total	Full time		Part-time		Total		Total	Including	Including
	FTE	Amount	FTE	Amount	FTE	Amount	Inc Ben	FTE	Amount	FTE	Amount	FTE	Amount	Inc Ben.	Benefits	Benefits
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17
L126	229.03	15,109,051	28.61	1,488,736	257.64	16,597,787	21,117,124	236.38	15,870,031	29.28	1,522,561	265.66	17,392,592	22,135,778	4.82%	1,018,654
L504	149.97	10,319,772	24.15	1,140,997	174.12	11,460,769	14,389,264	151.14	10,682,093	24.86	1,206,248	176.00	11,888,341	14,937,149	3.81%	547,885
Fire	105.53	12,142,618	0.00	0	105.53	12,142,618	15,572,585	107.00	12,603,214	0.00	0	107.00	12,603,214	16,165,720	3.81%	593,135
Non Union	144.61	15,646,301	1.00	86,557	145.61	15,732,858	20,282,345	149.01	16,456,635	1.00	90,232	150.01	16,546,867	21,311,955	5.08%	1,029,610
ATU	102.03	6,664,697	15.96	816,488	117.99	7,481,185	9,450,936	103.04	6,815,233	14.57	754,832	117.61	7,570,065	9,579,858	1.36%	128,922
Library	16.00	1,120,161	15.92	676,431	31.92	1,796,592	2,189,082	19.00	1,356,771	11.31	451,301	30.31	1,808,072	2,246,666	2.63%	57,584
Other	0.00	0	68.59	2,205,279	68.59	2,205,279	2,378,359	0.00	0	67.32	2,219,227	67.32	2,219,227	2,397,126	0.79%	18,767
Sub Total	747.17	61,002,600	154.23	6,414,488	901.40	67,417,088	85,379,695	765.57	63,783,977	148.34	6,244,401	913.91	70,028,378	88,774,252	3.98%	3,394,557
Council	0	425,150	0.00	0	0.00	425,150	468,683	0.00	434,240	0.00	0		434,240	549,084	17.15%	80,401
Total	747.17	61,427,750	154.23	6,414,488	901.40	67,842,238	85,848,378	765.57	64,218,217	148.34	6,244,401	913.91	70,462,618	89,323,336	4.05%	3,474,958

## **Staffing Complement and Dollars**

### **Total staff complement is 913.91 FTE - \$89.3 million**

The 2023 Budget reflects a complement of 765.57 full-time equivalents and 148.34 part-time equivalents. The dollar value of direct compensation related to the complement is \$64.2 million for full-time and \$6.2 million for part-time positions for a total straight salary cost amounting to \$70.4 million. This represents a \$2.6 million (3.86%) increase over the 2022 levels. The increase covers 2023 requested additions and reductions, regular grid steps, the annualized impact of any 2022 hires and a provision for salary and wage settlements.

### **Benefit costs to increase by \$0.9 million to \$18.9 million**

Benefit costs are expected to be \$18.9 million in 2023 and are up by \$0.9 million over the 2022 levels. Benefit costs include a number of legislated benefits such as Canada Pension Plan Premiums, Employment Insurance Premiums, and OMERS Premiums plus a number of negotiated benefits such as extended health, life insurance, and dental coverage. Benefit costs are charged out to departments by applying a benefit overhead rate on labour which has remained unchanged from 2022 at 29% for full time labour and 10% for part time labour.

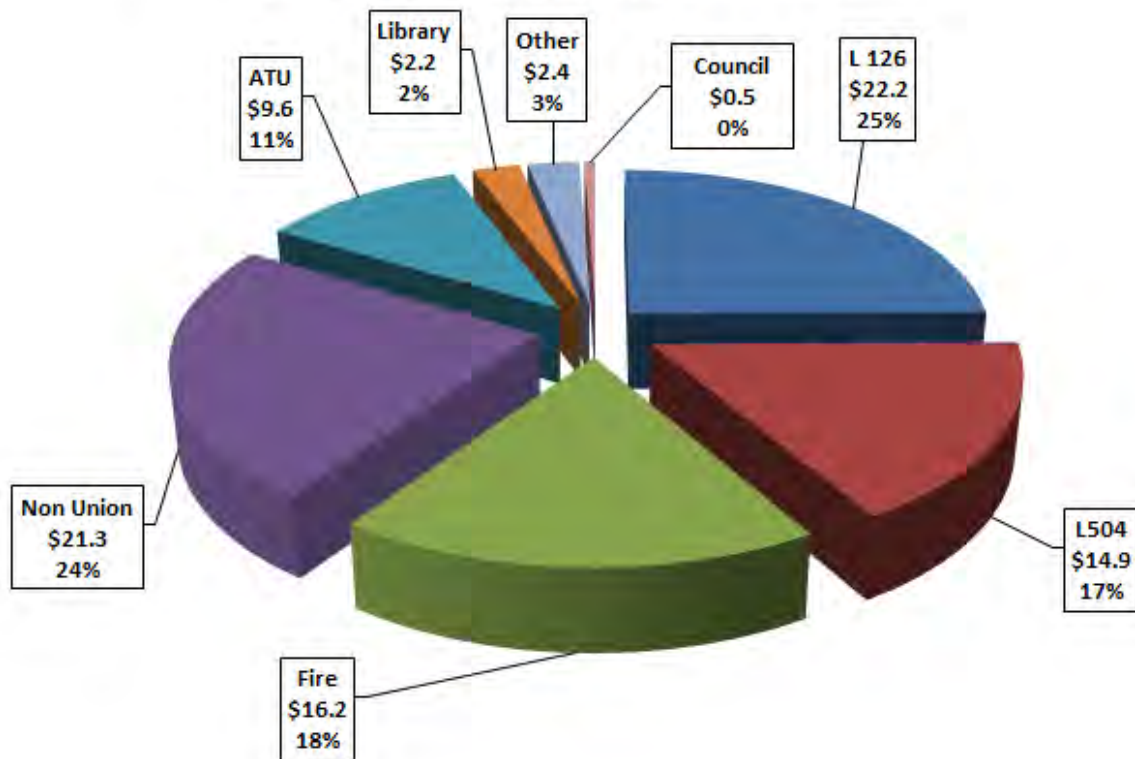
The following chart shows the anticipated OMERS contribution rate for 2023 and actual rates for the past five years.

	YMPE	NRA 65 Up to YMPE	Over YMPE	NRA 60 Up to YMPE	Over YMPE	RPP Max
2023	65,700	9.00%	14.60%	9.20%	15.80%	183,173
2022	64,900	9.00%	14.60%	9.20%	15.80%	180,943
2021	61,600	9.00%	14.60%	9.20%	15.80%	180,505
2020	58,700	9.00%	14.60%	9.20%	15.80%	168,317
2019	57,400	9.00%	14.60%	9.20%	15.80%	172,698
2018	55,900	9.00%	14.60%	9.20%	15.80%	175,223

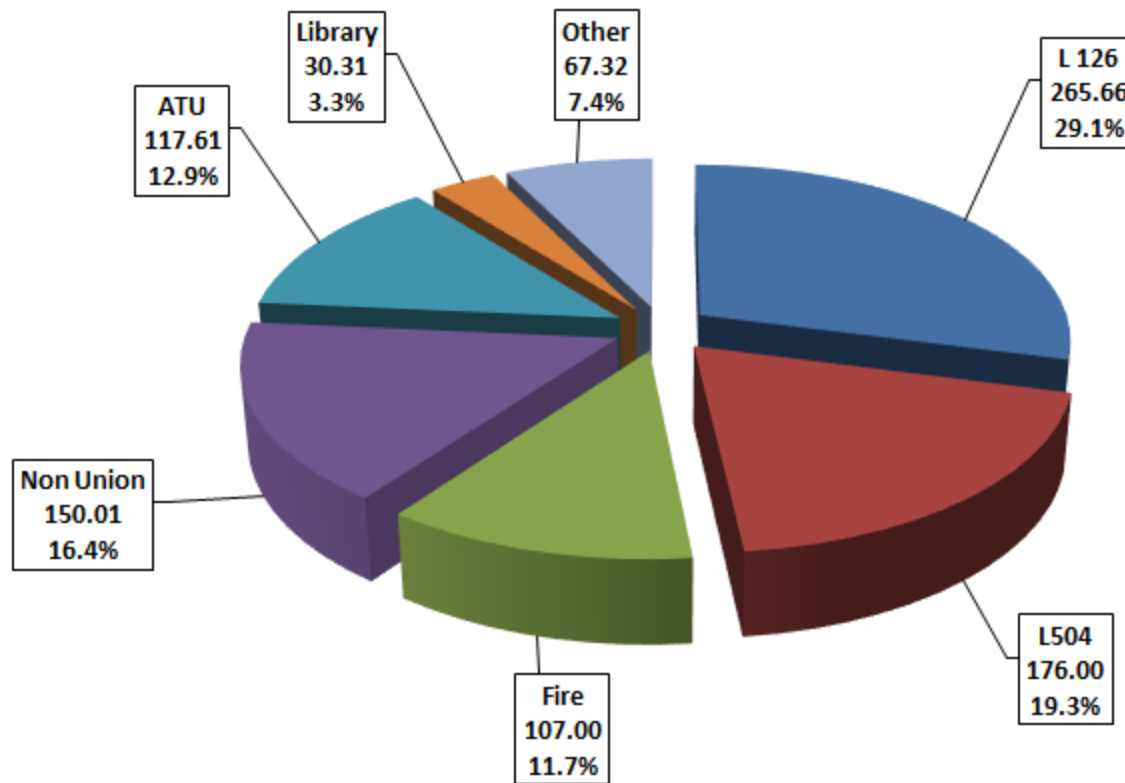
### **Total compensation to be \$89.3 million in 2023 - up \$3.5 million or 4.05%**

When the 29% benefit rate in effect for 2023 for full-time salaries, and the 10% benefit rate for part-time salaries are added, the total gross compensation for 2023 is \$89.3 million. The \$89.3 million represents 27.35% of the City's total \$326.6 million gross expenditures and is a \$3.5 million (4.05%) increase over the \$85.8 million total compensation reflected in the 2022 budget.

**2023 Allocation of Total Compensation by  
Employee Group \$ 89.3 Million**

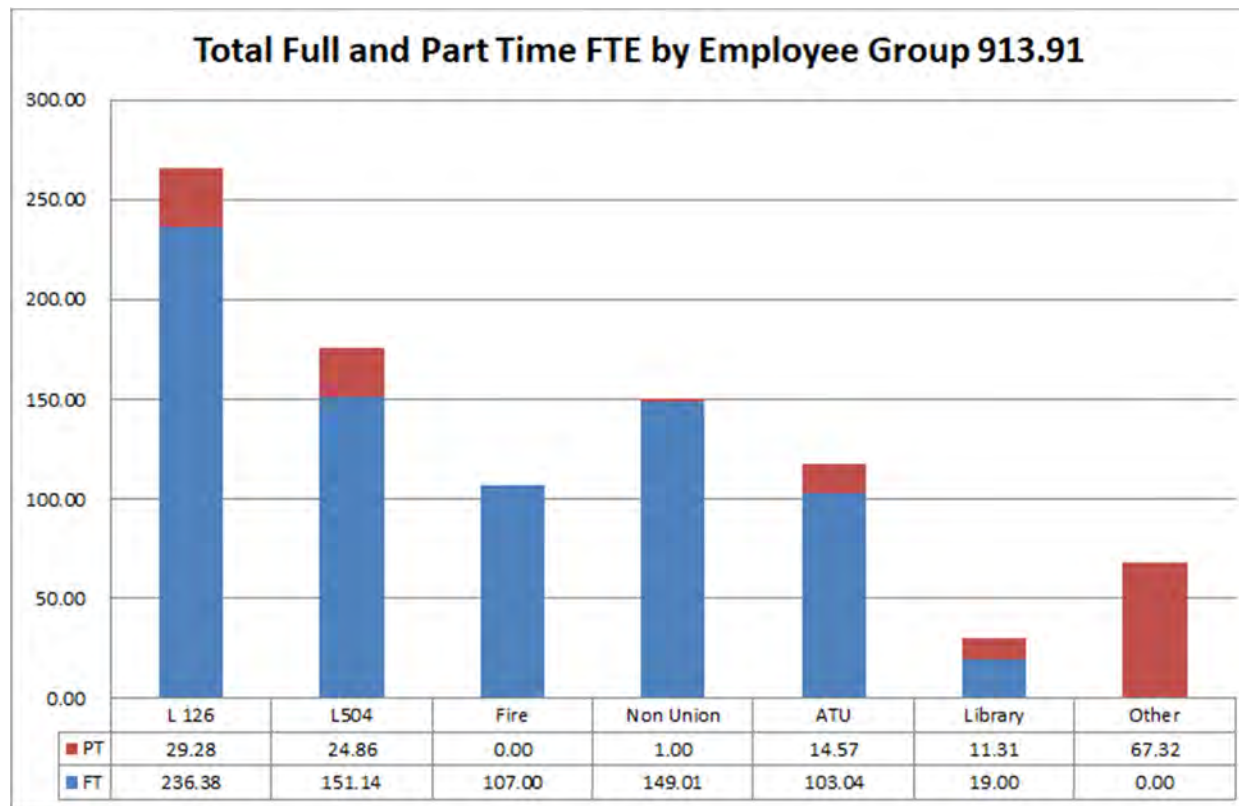


### 2023 Allocation of FTE by Employee Group



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New positions Recommended for the 2023 Budget

Budget Form 11 New positions recommended for 2023 budget\																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues					Net Tax Levy	
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>1.0 Community Programs</b>																		
Requesting to make this position permanent FT . Position is currently on 2-year contract ending July 5, 2023 being covered through Community Development Program Reserve (50/50 cost share between City and County). Position is being requested to remain a 50/50 cost share. The cultural diversity of the City, County, and the corporations is growing and evolving. The DEI Officer will guide the development, integration, and implementation of policies and practices to ensure municipal services are fair, equitable, and inclusive. Their work will also support and advance DEI principles and practices in the broader community.																		
	Diversity, Equity & Inclusion Officer	C S	1.0	1005	5	FT	06/07/2023	L126	98,658	28,611	127,269		63,635			63,635	63,635	31,207
											-							
	<b>Subtotal</b>		<b>1.0</b>						<b>98,658</b>	<b>28,611</b>	<b>127,269</b>	<b>-</b>	<b>63,635</b>	<b>-</b>		<b>63,635</b>	<b>63,635</b>	<b>31,207</b>
<b>2.0 Waste Management</b>																		
The Waste Diversion Source Separated Organics (SSO) Coordinator will oversee the new SSO collection and processing program including monitoring & reporting responsibilities for the Ministry of Environment Compliance Approval. The additional costs will be included in the operating cost of the SSO facility (10985).																		
	Waste Diversion SSO Coordinator	IPS	1.0	1005	5	FT	1/Mar/23	NU	96,484	27,980	124,464					-	124,464	104,345
	<b>Subtotal</b>		<b>1.0</b>						<b>96,484</b>	<b>27,980</b>	<b>124,464</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>124,464</b>	<b>104,345</b>
<b>3.0 Environmental Services</b>																		
The Environmental Protection Administrative Assistant Manager will lead and oversee the administrative responsibilities and help facilitate Project Management functions for the Environmental Services Division including Environmental Protection and Waste Management. Provide leadership and supervision to the Office Staff, coordinate responsibilities and coverage as well as manage and oversee their ongoing performance. Identify, develop, and lead initiatives to enhance efficiency, effectiveness and accountability. Develop and enforce administrative policies. Support the multiple ES capital projects, and coordinate the preparation of the ES budget and monitor budget activities throughout the fiscal year. The additional costs will be offset by increased revenue streams (EP and WM).																		
	ES Administrative Assistant Manager	IPS	1.0	6022	1	FT	05/03/2023	L126	98,568	28,585	127,153			150,000	Program revenues	150,000	(22,847)	(18,904)
	<b>Subtotal</b>		<b>1.0</b>						<b>98,568</b>	<b>28,585</b>	<b>127,153</b>	<b>-</b>	<b>-</b>	<b>150,000</b>		<b>150,000</b>	<b>(22,847)</b>	<b>(18,904)</b>

Part 4  
2023 Other Sections

Budget Form 11 New positions recommended for 2023 budget\																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues				Net Tax Levy		
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>4.0 Building</b>																		
Admin/tech support position for new single/multi housing workload of the Plans Examiner for Housing. The start of Lily Lake Development and progression of other subdivisions has spurred an almost 300% increase in this work area and the new level is supported by an 8 to 10 year supply of new lots. Position is critical to maintaining legislative compliance after provincial funding expires.																		
	Permit Coordinator - Housing	IPS	1.0	6012	1	FT	1/Mar/23	L126	52,143	15,121	67,264			67,264	Building Services reserve	67,264	-	-
Admin/tech support position for the new single/multi housing and ICI Large Projects (including residential units) workload of the Zoning Administrator. The Zoning work function is also greatly impacted by the significant increase in housing activity in addition to a rapidly increasing activity in zoning enquiries and proposal reviews prior to the planning process. This work was removed from the Planner Land Use to allow them to concentrate on Planning Applications specifically. Position is critical to maintaining legislative compliance after provincial funding expires.																		
	Permit Coordinator - Zoning	IPS	1.0	6012	1	FT	1/Mar/23	L126	52,143	15,121	67,264			67,264	Building Services reserve	67,264	-	-
Extend Contract Enforcement Officer -General Enforcement Officer position to support the Property Maintenance and Property Standards activity while existing staff administer the current and ongoing Social enforcement program including tenting and facility occupation. Position is temporary while the corporate Enforcement Review Project considers this matter amongst others.																		
	By-Law Enforcement Officer	IPS	1.0	6012	2		1/Feb/23	L126	55,398	5,540	60,938					-	60,938	55,762
	<b>Subtotal</b>		<b>3.0</b>						<b>159,684</b>	<b>35,782</b>	<b>195,466</b>	<b>-</b>	<b>-</b>	<b>134,528</b>		<b>134,528</b>	<b>60,938</b>	<b>55,762</b>
<b>5.0 Traffic</b>																		
Traffic Engineering Technologist - Development Review. This position is to address recommendations from Report IPSPL21-042 Development Approval Process Review which recommended additional staff resources in Traffic / Transportation for detailed engineering reviews associated with subdivisions, complex rezoning applications, and complex site plans particularly for projects involving external works in the ROW. Funding to offset this position would come from updated fees charged for development review.																		
	Traffic Engineering Technologist	IPS	1.0	6020	3	FT	1/Jul/22	L126	73,596	21,343	94,939			94,939	Review fees	94,939	-	-
	<b>Subtotal</b>		<b>1.0</b>						<b>73,596</b>	<b>21,343</b>	<b>94,939</b>	<b>-</b>	<b>-</b>	<b>94,939</b>		<b>94,939</b>	<b>-</b>	<b>-</b>
<b>6.0 Planning</b>																		
An additional FTE-Planner, Urban Design is necessary to manage the number of Pre-consultation and Site Plan Approval applications that are being submitted on an annual basis. The application processing timelines are being delayed as there are more applications than 1 staff member can handle. Under Bill 109, site plan approval is required to be granted in 60 days or application fees must be refunded. 60 days cannot be met with 1 Planner handling site plans.																		
	Planner - Urban Design	IPS	1.0	1005	1	FT	1/Feb/23	NU	90,254	26,174	116,428					-	116,428	106,249
	<b>Subtotal</b>		<b>1.0</b>						<b>90,254</b>	<b>26,174</b>	<b>116,428</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>116,428</b>	<b>106,249</b>

Part 4  
2023 Other Sections

Budget Form 11 New positions recommended for 2023 budget\																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues					Net Tax Levy	
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
7.0	<b>Asset Management and Capital Planning</b>																	
	Water Resource & Development Engineer																	
	Report IPSPL22-042 Development Approval Process Review identified the need for ~5400 application processing hours (3 FTEs) in three critically understaffed functions (urban design, traffic engineering and stormwater/water resource engineering). This position will provide the additional application processing hours for this discipline. The costs for this position are proposed to be partially funded through additional revenues raised through a modernized development application fee structure.																	
	Water Resource & Development Engineer	IPS	1.0	1006	1	FT	1/Feb/23	NU	101,002	29,291	130,293			130,293	Review fees	130,293	(0)	-
	<b>Subtotal</b>		<b>1.0</b>						<b>101,002</b>	<b>29,291</b>	<b>130,293</b>	<b>0</b>	<b>0</b>	<b>130,293</b>		<b>130,293</b>	<b>-0</b>	<b>0</b>
8.0	<b>Public Works</b>																	
	2022 forestry staff at 5 FTE. Recommend increase of 1 FTE for a total of 6. Statistics New Service Requests: 2018-120 0, 2019-1240, 2020-2000, 2021-2200, 2022-2452, carry over or incomplete service requests: 2018-550, 2019-460, 2020-600, 2021-800, 2022-690 + Derecho Storm Service Requests 7,000 (Carry over to be added to the new service request number for a total annual number). Increases in requests are far exceeding ability to complete service request in a timely fashion. The backlog has resulted in a wait time average of 24+ months for non emergency/risk related forestry requests.																	
	Arborist	IPS	1.00	4002	4	FT	1/Feb/23	L 504	59,508	17,257	76,765					-	76,765	70,245
	<b>Subtotal</b>		<b>1.0</b>						<b>59,508</b>	<b>17,257</b>	<b>76,765</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>76,765</b>	<b>70,245</b>
9.0	<b>Total</b>		<b>10.0</b>						<b>453,394</b>	<b>120,958</b>	<b>574,352</b>	<b>-</b>	<b>63,635</b>	<b>284,528</b>		<b>348,163</b>	<b>226,189</b>	<b>172,411</b>



Part 4  
2023 Other Sections

## Requests not included in the 2023 Budget

Budget Form 13a "Below the line" Operating Budget Items Not Currently Included in the Budget																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues					Net Tax Levy	
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>1.0 Human Resources</b>																		
Human Resources has identified the critical need for a staffing increase to create a stronger Disability Management Program. The addition of a second Employee Support and Wellness Coordinator will provide much needed support to manage employee absenteeism more effectively and proactively. Both incumbents will share responsibility for the execution of policy and programs to target employee absenteeism and ensure consistency across the corporation. This will also allow the position to expand their focus beyond absence management with a strategic lens to identify factors that influence both absenteeism and presenteeism including employee engagement and job satisfaction. This position was previously approved as a temporary contract position imbedded within Transit by the Chief Administrative Officer, through her delegated authority as set out in Item 2. k) of By-law 18-112 outlined in Report CLSHR21-004 dated May 14, 2021, of the Commissioner of Corporate and Legislative Services. That temporary contract is scheduled to end December 31, 2022.																		
	Employee Support & Wellness Coordinator	CLS	1.00	1006	3	FT	05/02/2023	NU	105,319	30,543	135,862					-	135,862	122,834
<b>Subtotal</b>			<b>1.00</b>						<b>105,319</b>	<b>30,543</b>	<b>135,862</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>135,862</b>	<b>122,834</b>
<b>2.0 Arenas</b>																		
The addition of a second Recreation Facilities Services Supervisor to the Arena Division and Recreation Division Management Team will allow for the sharing of responsibility between the two Divisions and for greater management and supervisory efficiency across both Divisions as responsibilities increase with the addition of new facilities. Recreation Facilities Services responsibilities continue to expand to include seasonal and year-round Recreation facilities: McDonnell Street Recreation Centre (2022), new twin pad Arena Complex (2024), Navy Club, seasonal operations for Urban Park and the Marina, existing arenas and the PSWC. The addition of this position will also allow for efficient coordination of management and supervision portfolio changes in existing management team positions to include Programming, Permitting/Facility Booking and Facilities Services for new facilities in addition to current responsibilities.																		
	Recreation Facility Services Supervisor	C S	1.00	1005	5	FT	1/Feb/23	NU	98,660	28,611	127,271					-	127,271	106,699
<b>Subtotal</b>			<b>1.00</b>						<b>98,660</b>	<b>28,611</b>	<b>127,271</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>127,271</b>	<b>106,699</b>
<b>3.0 AGP</b>																		
The AGP foresees an ongoing hybrid situation for our sector, maintaining our on-line services while opening up to in-person events and activities. This role is critical to support and success of AGP programming and revenue generating initiatives including sponsorship. The role of Communications & Volunteer Coordinator, focuses on social media posts and website updates for all AGP activities, from exhibitions, education programs, Kawartha Autumn Studio Tour and Gallery Shop to our annual fundraising auction. In addition to these functions the role interviews, trains and schedules AGP volunteers which will be activated again to enhance on-site and out reach opportunities. The workload involved and key functions of this role necessitates it moving to a FT position. In 2023 the increased expense of this position moving to FT will be supplemented by recovery funds (\$13,551) and sponsorship (\$15,000). In following year the cost will be covered by sponsorship revenues. AGP staff and Board have developed new sponsorship opportunities which are in well into implementation phase.																		
	P/T Comm & Volunteer Co-ord	C S	-0.68	6018	3	PT	1/Feb/23	L126	-47,162	-4,716	-51,878					0	-51,878	-47,484
	F/T Comm & Volunteer Co-ord	C S	1.00	6018	3	FT	1/Feb/23	L126	65,662	19,042	84,704	13,551		15,000		28,551	56,153	51,397
<b>Subtotal</b>			<b>0.32</b>						<b>18,500</b>	<b>14,326</b>	<b>32,826</b>	<b>13,551</b>	<b>0</b>	<b>15,000</b>		<b>28,551</b>	<b>4,275</b>	<b>3,913</b>

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2023 Other Sections

Budget Form 13a "Below the line" Operating Budget Items Not Currently Included in the Budget																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues					Net Tax Levy	
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>4.0 Museum</b>																		
This investment in human resources will provide the Museum with the capacity to: (1) increase in-house exhibition programming thereby reducing the number of travelling exhibition rentals and contributing to sustainability; (2) reimagine and relaunch the Museum's revenue generating program, MUSE International Film Series; (3) promote and deliver Pop Up Gift Shops; (4) provide staffing depth for weekend and evening open hours and programs; (5) ensure all public forms comply with AODA, including the collections management forms (e.g., Certificate of Gift); (6) facilitate the continued offering of virtual curatorial content, especially important to persons with disabilities. While some service enhancements such as in-house exhibitions and on-line access were initially responses to the pandemic, they have since become the "new normal" in the heritage field. The additional programming revenues as well as the savings in contractual fees will help offset the increase in wages.																		
	Curatorial Assistant P/T	CLS	-0.72	6206	3	PT	1/Feb/23	L126	(39,090)	(3,909)	(42,999)					-	(42,999)	(39,347)
	Curatorial Assistant F/T	CLS	1.00	6206	3	FT	1/Feb/23	L126	55,351	16,052	71,403			13,800	MUSE film series,	13,800	57,603	52,711
	<b>Subtotal</b>		<b>0.28</b>						<b>16,261</b>	<b>12,143</b>	<b>28,404</b>	<b>-</b>	<b>-</b>	<b>13,800</b>		<b>13,800</b>	<b>14,604</b>	<b>13,363</b>
<b>5.0 Public Works</b>																		
2023 recommended forestry staff at 6 FTE. Proposing to increase additional 1 FTE for a total of 7. Statistics New Service Requests: 2018-1200, 2019-1240, 2020-2000, 2021-2200, 2022-2452, carry over or incomplete service requests: 2018-550, 2019-460, 2020-600, 2021-800, 2022-690 + Derecho Storm Service Requests 7,000 (Carry over to be added to the new service request number for a total annual number). Increases in requests are far exceeding ability to complete service request in a timely fashion. The backlog has resulted in a wait time average of 24+ months for non emergency/risk related forestry requests.																		
	Arborist	IPS	1.00	4002	4	FT	1/Feb/23	L 504	59,508	17,257	76,765					-	76,765	70,245
With the increase in demands, on-boarding of new subdivisions, along with additional roads, sidewalks, trails & green space (grass cutting) there is a requirement to inspect and service and as such our current staffing complement needs to be increased in order to meet levels of service, winter control, compliance requirements. Without the additional staff our response time will be impacted these activities. Staffing costs will be split across our Operations and Parks activities.																		
	PW Operator	IPS	1.00	4001	1	FT	1/Feb/23	L 504	58,511	16,968	75,479					-	75,479	69,068
The Transit Fleet has increased by 24 units since 2016 along with the increase in units there is a significant expansion of software, troubleshooting, training and mobilization required to reduce downtime, support the community's transportation network - allowing the PW technicians to focus on the remaining city fleet to ensure safe, quality, and efficient delivery of public services. An increase of 2 technicians will allow Public Works to address service delays.																		
	Fleet Technicians - Transit	IPS	2.00	4001	1	FT	1/Feb/23	L 504	117,023	33,937	150,960					-	150,960	138,139
	<b>Subtotal</b>		<b>4.00</b>						<b>235,042</b>	<b>68,162</b>	<b>303,204</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>303,204</b>	<b>277,452</b>

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### 2023 Other Sections

Budget Form 13a "Below the line" Operating Budget Items Not Currently Included in the Budget																		
									Annualized impact if in 2023 operating budget for whole year									
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Gross expenditures			Revenues					Net Tax Levy	
									Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>6.0 Transit</b>																		
The Safety and Training Instructor- The safe operation of services is the guiding principle of public transit. As part of the Transit Route Review, IBI Group completed a staffing and organizational review of the Transit Division. The review examined the current organizational structure of Transit, completed a peer review of the organizational structure of similar sized Transit Agencies in Ontario, considered emerging trends and issues impacting all Transit Agencies across the province, and considered the potential growth in the Transit Staff complement associated with implementation of enhanced service levels and community growth. With additional routes, including routes extending beyond the City boundaries, additional safety and training, instruction and refresher training will be critical to ensure a safe operation. As the Transit Division moves to becoming a certified MTO signing authority, this position will facilitate critical new hire and refresher training, this position can be expected to offset the cost of the current MTO licensing program.																		
	Safety & Training Instructor	IPS	1.00	NU 4	5	FT	1/Feb/23	NU	88,301	25,607	113,908					-	113,908	104,234
The Data Analytics and Reporting Coordinator - A critical position to support planning, data analysis and reporting optimization. The recent investments made in ITS equipment which includes the scheduling of driver work to improve efficiencies will support transit key performance indicator tracking and reporting to ensure continuous improvement of service and budget compliance. ITS equipment installed on the buses will collect ridership information at the stop level to allow for better planning of service and prioritization of stop upgrades and infrastructure. Real time bus arrival data will provide on-time performance information and will allow for review of congestion points along routes, to identify locations where strategies to improve transit travel times through signal priority can be considered in the future. Harnessing the data collected through the ITS systems will require additional staff resources and will pay off through improved service, and improved efficiency, data modeling techniques and analysis. This resource will replace cost of outsourcing the development of a detailed long term growth strategy. The Transit Division's operational budget is significant and is increasingly depending on data to make critical business decisions on service delivery, manpower, cost recovery, ridership growth, and analysis to identify weaknesses and opportunities.																		
	Data Analytics & Reporting Coordinator	IPS	1.00	NU 4	5	FT	1/Feb/23	NU	88,301	25,607	113,908					-	113,908	104,234
The Mobile Operations Controller - As part of the Transit Route Review, IBI Group completed a staffing and organizational review of the Transit Division. The review examined the current organizational structure of Transit, completed a peer review of the organizational structure of similar sized Transit Agencies in Ontario, considered emerging trends and issues impacting all Transit Agencies across the province, and considered the potential growth in the Transit Staff complement associated with implementation of enhanced service levels and community growth. As transit continues to implement new equipment (cameras, CAD/AVL) to track and assess services, additional routes, including routes extending beyond the City boundaries, additional service hours on a number of routes, a newer driver workforce, this position will provide supervisory oversight in real time through active performance management of Bus Drivers, customer issue resolution, attending to on route incidents, service audits and the research and recommendation of operational improvements. As a customer-facing service, this position will provide transit operations with direct in person oversight of the day to day road operation.																		
	Mobile Operations Controller	IPS	1.00	NU 4	5	FT	1/Feb/23	NU	88,301	25,607	113,908					-	113,908	104,234
	<b>Subtotal</b>		<b>3.00</b>						<b>264,903</b>	<b>76,821</b>	<b>341,724</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>341,724</b>	<b>312,702</b>
<b>7.0 Traffic</b>																		
The Traffic Services Project Manager will have primary responsibility for leading an annual Traffic Calming Program, including research, hiring and managing consultant resources, designing and leading consultation programs, preparing reports and Council submissions, delivering presentations to City and external stakeholder groups, and managing implementation of approved plans. In addition, this position will provide support on other Traffic Engineering initiatives such as the Transportation Safety Program, routine operational and safety reviews, and other projects recommended in the Transportation Master Plan.																		
	Traffic Services Project Manager	IPS	1.00	1005	3	FT	1/Jul/22	NU	92,556	26,841	119,397					-	119,397	60,189
Other "Below the Line" Items																		
Expenditures																		
	Traffic Data Collection Program						1/Feb/23		15,000		15,000					-	15,000	15,000
	Advertising & Promotion						1/Feb/23		14,000		14,000					-	14,000	14,000
	Consulting Services						1/Feb/23		65,000		65,000					-	65,000	65,000
	Neighbourhood Ambassador Program						1/Feb/23		12,000		12,000					-	12,000	12,000
	Supplies & Equipment						1/Feb/23		4,804		4,804					-	4,804	4,804
	<b>Subtotal</b>		<b>1.00</b>						<b>203,360</b>	<b>26,841</b>	<b>230,201</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>230,201</b>	<b>170,993</b>

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2023 Other Sections

Budget Form 13a "Below the line" Operating Budget Items Not Currently Included in the Budget																		
									Annualized impact if in 2023 operating budget for whole year									
									Gross expenditures			Revenues					Net Tax Levy	
Ref	Position and comments	Dept	FTE	Job Code Number	Step Number	FT/ PT	Estimated Start Date	Employee Group ( Union )	Salary	Benefits	Gross Exp	Subsidy	County	Other	Specify	Total	Annual Net Tax Levy Impact	2023 Net tax Levy Impact
C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15	C16	C17	C18	C19
<b>8.0 Geomatics</b>																		
The GIS Summer student position is required to provide support to the Geomatics/Mapping Division in various projects maintaining and developing City's GIS infrastructure. Tasks will include on-screen digitizing, data entry, recording and archiving, building and maintaining databases, field data collection, quality assurance/quality control (QA/QC) of data received from external sources and other GIS related tasks.																		
	GIS Summer Student	IPS	0.30	9015A06	1	PT	1/Feb/23	Other	12,835	1,284	14,119					-	14,119	12,907
	<b>Subtotal</b>		<b>0.30</b>						<b>12,835</b>	<b>1,284</b>	<b>14,119</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>14,119</b>	<b>12,907</b>
<b>9.0 DBIA</b>																		
	Street Cleaning								5,350		5,350					-	5,350	5,350
	<b>Subtotal</b>		<b>0.00</b>						<b>5,350</b>	<b>-</b>	<b>5,350</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>5,350</b>	<b>5,350</b>
<b>10.0</b>	<b>Total</b>		<b>10.90</b>						<b>960,230</b>	<b>258,732</b>	<b>1,218,962</b>	<b>13,551</b>	<b>-</b>	<b>28,800</b>		<b>42,351</b>	<b>1,176,611</b>	<b>1,026,214</b>

## 2022 Capital Financing Supplementary Information

Capital Levy is the amount of money raised through taxation that appears in the 2023 Operating Budget that is transferred to the Capital fund to fund Capital projects.

The following chart provides the detailed calculations starting with the opening balances of each type of capital financing including Capital Levy, the changes to each, and the 2023 ending balances.

including Capital Levy, the changes to each, and the 2023 opening balances.							
2022				2023			
Ref	Description	Capital Levy	TS Debt – Carrying Chgs	Capital Levy	TS Debt – Carrying Chgs		
Opening balances							
1	COPHI Dividend Capital Financing – Previous Yr	\$5,208,000		\$5,208,000			
2	Legacy Fund Investment Proceeds	\$1,500,000		\$1,500,000			
3	Casino Reserve for Capital financing - Previous Yr.	\$1,640,000		\$2,400,000			
4	Stormwater Protection Capital Financing Previous Yr.	\$1,860,000		\$2,480,000			
5	Capital Levy Financed Flood Reduction Master Plan - Previous Yr	\$1,320,000		\$760,000			
6	Capital Levy Capital Financing	\$3,449,080	\$13,185,787	\$3,937,163	\$14,361,340		
7	Capital Financing (Base) from previous year	\$14,977,080	\$13,185,787	\$16,285,163	\$14,361,340		
Changes							
8	COPHI Dividends - Increase in year	0		0			
9	Investment of PDI Sale Proceeds - Increase in the year	0		22,065			
10	Casino Reserve contribution change	760,000		600,000			
11	Additional Stormwater Protection Capital Financing	620,000		620,000			
12	Flood Reduction Master Plan adjustment	-560,000		286,000			
13	Effect on Capital Levy from Flood Reduction Master Plan adjustment			-76,000			
14	Changes to Capital Levy & TS Debt Carrying Charges	488,083	269,675	107,617			
15	Add: Increase in TS Debt incremental to Capital Police				487,544		
16	Add: Increase in Capital Levy / Debt Financing as directed through new Capital Financing Plan CPFS12-011 – Max is 1% of All-inclusive tax increase	0	905,878	0	808,786		
17	Total Changes to Capital Levy / Tax Supported Debt changes	1,308,083	1,175,553	1,559,682	1,296,329		
Closing balances							
18	COPHI Dividend Capital Financing	\$5,208,000		\$5,208,000			
19	Legacy Fund Investment Proceeds	\$1,500,000		\$1,522,065			
20	Casino Reserve for Capital financing	\$2,400,000		\$3,000,000			
21	Stormwater Protection Capital Financing	\$2,480,000		\$3,100,000			
22	Capital Levy Financed Flood Reduction Master Plan	\$760,000		\$1,046,000			
23	Capital Levy Capital Financing	\$3,937,163		\$3,968,780			
24	Total Capital Financing	\$16,285,163	\$14,361,340	\$17,844,845	\$15,657,669		

## **2023 Capital Financing Calculations**

### **Lines 1 to 7 Opening Balances - Base starting Points**

The starting points for each of the Capital financing calculations from the previous year.

### **Line 8 - COPHI Dividends**

At its meeting held March 27, 2000, based on Report FAFS00-005 dated March 20, 2000, Council resolved that the tax supported debt and Capital Levy provision be increased by the estimated total revenues to be received in each year from the restructured Peterborough Utilities Commission companies.

The Sale of PDI assets to Hydro One impacted the dividends available to the City from COPHI. However, the proceeds have provided a new stream of revenues generated by the Legacy Fund Investment (see Line 9) which has more than offset the reduction in dividends.

### **Line 9 - Legacy Fund Investment**

Legacy Fund Investment is budgeted to generate \$1.5 million in investment income to support the capital program.

### **Line 10 - Casino Gaming Reserve**

Casino Revenues - With the lessening of COVID-19 restrictions in 2022, revenues have begun to rebound. A 2023 budget of \$3.0 million anticipates the return to pre-COVID-19 revenues. The Casino revenues are contributed in their entirety to the Casino Gaming Reserve to fund various capital projects as approved by Council.

### **Line 11 - Stormwater Protection**

For the fifth year of a 10-year phase-in of Stormwater Protection capital funding an additional \$0.62 million, \$3.1 million in total, raised through the tax levy is being transferred to the Wastewater Reserve Fund to fund applicable Capital projects as identified in the 2023 Capital Budget.

**Line 12 - Flood Reduction Master Plan Capital Levy**

For the 2023 Budget, staff is recommending an increase of \$0.29 million from the 2022 balance of \$0.76 million from Capital Levy which results in a 2023 Flood Reduction Master Plan contribution of \$1.05 million.

**Lines 15 and 16 - Increased Capital Financing**

Tax Supported Debt Charges have increased \$1.30 million in the 2023 budget. The increase is supported through an allocation of Net Tax Revenues.

**Lines 18 to 24 - Closing Balances - 2023 Capital Financing**

The amount that has been raised in the Operating Budget and transferred to either the Capital fund through Capital Levy, or the amount that will go towards tax supported debt principal and interest payments for previously completed Capital projects.

### **Canada Community-Building Fund (formerly the Federal Gas Tax Program)**

The Canada Community-Building Fund (CCBF) is a permanent source of federal funding for local infrastructure. Funds are provided to communities up front, twice a year, and can be strategically invested across 18 project categories to address local priorities. Municipalities can also pool, bank and borrow against this funding. In both the 2019/20 and 2021/22 fiscal years, the CCBF provided a one-time transfer to municipalities effectively doubling the fund in each of those years.

First established in 2005, the federal government announced that municipalities would receive a permanent source of financing for municipal infrastructure. Given that the funding is predictable, long-term, and stable, it is able to help address the massive, province-wide infrastructure deficit. Each provincial allocation is based on respective populations relative to the national population. Each municipal share within each province is based on the respective population of the municipality to the provincial population. In Ontario, the program is administered by the Association of Municipalities of Ontario (AMO).

The federal government announced that, starting in 2014, the fund would be indexed at 2% per year in \$100 million increments. The indexing formula increases the actual payment when the calculation passes the next \$100 million threshold. The benefit of indexing will next affect municipal governments in 2021 and 2023.

At the May 20, 2014 Council meeting, based on recommendations outlined in Report CPFS14-007 dated May 12, 2014, Council authorized the execution of a 10-year Municipal Funding Agreement extending to 2023. The new agreement took effect on April 1, 2014. The new agreement now allows municipalities to invest in 18 eligible categories including local roads and bridges (including active transportation), short-sea shipping, short-line rail, regional and local airports, broadband connectivity, public transit, fire stations, drinking water, wastewater, solid waste, community energy systems, brownfields redevelopment, sport, recreation, culture, tourism, disaster mitigation and capacity building.

There is now more flexibility as category restrictions have been removed and municipalities can “bank” or carry over funding for up to five years. Outcomes are now focused on community benefits and not just environmental outputs. Allocations for 2019-2023 are based on the 2016 Census.

A key component is incrementality. Funds received are not intended to replace or displace existing sources of funding for tangible capital assets. The City must demonstrate that the average annual investments over the life of the agreement (2014-2023) exceed the base amount.

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Asset management is another key component of the agreement. Canada has stated that municipalities will have to show progress and outcomes of Asset Management planning over the life of the new agreement. City Council approved an updated Asset Management Plan through Report IPSIM22-011 dated May 2, 2022.

The City's allocation for the years 2019 - 2023 is set out in the following chart.

**Canada Community-Benefit Fund Allocations**

Description Col 1	Stats Canada Census Col 2	Canada Community-Building Fund (formerly Federal Gas Tax) Allocation					
		Year 1 2019 Col 3	Year 2 2020 Col 4	Year 3 2021 Col 5	Year 4 2022 Col 6	Year 5 2023 Col 7	5 year Total Col 8
Budget year availability							
Available for Budget year 2019	2016	4,916,411.38					4,916,411.38
Additional one -time top-up		5,013,212.93					5,013,212.93
Additional Surplus Administration Funds		93,368.46					93,368.46
Available for Budget year 2020	2016		4,916,411.38				4,916,411.38
Available for Budget year 2021	2016			5,139,884.63			5,139,884.63
Additional one -time top-up				4,941,116.96			4,941,116.96
Available for Budget year 2022	2016				5,139,884.63		5,139,884.63
Available for Budget year 2023	2016					5,363,357.87	5,363,357.87

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For 2023, staff have estimated an allocation of \$8.60 million of CCBF funds from reserve for the Capital Budget. This allocation will assist in funding the following capital projects:

**2023 Capital projects to be funded from Canada Community-Benefit Fund Reserve Fund (000's)**

Project Description	Ref	Project total	Approved Pre-2023	2023						
				Total Costs	Rev	Net Costs	Dev Chg	Deb	Other Reserves	Federal Gas tax
Charlotte St. Aylmer to Park		2,560.0	1,460.0	1,100.0		1,100.0				1,100.0
Parkhill Rd. Reconstruction - George St. to Rubidge St.		3,400.0	1,550.0	1,850.0		1,850.0				1,850.0
Healthy Panet Arena - Replace Refridgation Plant		2,950.0	200.0	2,750.0		2,750.0				2,750.0
Lansdowne West - Spillsbury to Clonsilla		8,000.0	2,000.0	6,000.0		6,000.0		3,100.0		2,900.0
		0.0				0.0				
<b>Total</b>		<b>16,910.0</b>	<b>5,210.0</b>	<b>11,700.0</b>	<b>0.0</b>	<b>11,700.0</b>	<b>0.0</b>	<b>3,100.0</b>	<b>0.0</b>	<b>8,600.0</b>

### **Development Charges Reserve Funds**

Development Charges are levied in accordance with various Development Charge by-laws that were approved in November 2019 and July 2022, all of which establish various Development Charge rates.

The 2023 Capital program assumes \$1.4 million will be drawn from various Development Charge (DC) Reserve Funds to fund growth related Capital projects to be undertaken during 2023 and \$22.0 million to be funded from DC funded debentures.

The current rate for the Growth Areas is in effect until July 31, 2027. The City-wide rates are in effect until December 31, 2024. On September 18, 2020 the remaining amendments that were made by Bill 108, the **More Homes, More Choice Act 2019**, to the **Development Charges Act** and **Planning Act** were proclaimed. In addition, new regulation under the **Planning Act** and technical changes to regulations under the **Planning Act**, **Development Charges Act** and **Building Code Act** finalized the framework for development charges, community benefits charges (CBC) and parkland.

In 2022, the City embarked on: an Area-Specific Development Charges Background Study and update to the related by-laws; a limited scope amendment to the 2019 City-wide Development Charges (DC) Background Study and update to the related by-laws in response to the amendments to the **Development Charges Act** (DCA) and its associated regulations and other amendments; and establishing a position on CBCs under the **Planning Act** and their applicability to the City of Peterborough.

The 2022 rates are set out on Schedule 1 on the following page. Indexing as of January 1, 2023 of 15.6% per the non-residential building construction price index, will be implemented.

#### **DC commitments as of December 31, 2021 exceed current balances by \$16.6 million.**

The 2021 Development Charges Continuity Schedules 2 and 2A, detail the activity for 2021. The \$16.6 million balance as of December 31, 2021, and outstanding budgeted commitments of \$43.2 million leave a shortfall of \$26.6 million in the fund.

In addition to the \$26.6 million shortfall, there is \$28.0 million in existing debt on growth related capital works already completed; however, future DCs collected will service the debt payments in future years.

Many of the sub-reserves are overdrawn as the work must proceed in advance of the development. They will be replenished as growth actually occurs and development charges are collected.

## Development Charge Rates

<b>Schedule 1</b>				
<b>City of Peterborough</b>				
<b>Development Charge Rates - August 1, 2022 - December 31, 2022</b>				
<b>Planning Area</b>		<b>Residential Charge Per Unit</b>		
		<b>Residential A</b>	<b>Residential B</b>	<b>Residential C</b>
		<b>Total Charge</b>	<b>Total Charge</b>	<b>Total Charge</b>
<b>C1</b>	<b>C2</b>	<b>C3</b>	<b>C4</b>	<b>C5</b>
	<b>City-Wide Dev. Area</b>	\$39,224	\$24,787	\$22,217
	<b>Growth Areas</b>			
1.	Jackson	\$43,247	\$28,196	\$24,535
2.	Carnegie East	\$50,481	\$34,327	\$28,704
3.	Carnegie West	\$47,130	\$31,487	\$26,773
4.	Lily Lake	\$45,610	\$30,199	\$25,897
5.	Chemong East	\$49,315	\$33,338	\$28,032
6.	Chemong West	\$51,390	\$35,097	\$29,228
7.	Lifflock	\$50,189	\$34,080	\$28,536
8.	Coldsprings	\$48,617	\$32,747	\$27,630
9.	<b>Average</b>	\$47,245	\$31,584	\$26,839
<b>Non-Residential Development Charge (\$/sq.m)</b>				
		<b>Total Non-Residential Charge (\$/sq.m)</b>		
10.	Chemong West	\$186.73		
11.	Coldsprings	\$176.29		
12.	All Other Areas of the City	\$140.91		

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Development Charges Reserve Funds – Statement of Continuity as of December 31, 2021

<b>Schedule 2</b> <b>City of Peterborough</b> <b>Development Charge Reserve Funds</b> <b>Statement of Continuity</b> <b>For The Year Ended December 31, 2021</b>														
Description C1	Total C2	General Government C3	Police Service C4	Transit C5	Indoor Recreation C6	Library Service C7	Fire Service C8	Park Dev and Facilities C9	Parking C10	Public Works C11	City Wide Engineering Roads C12	City Wide Engineering WWTP C13	Affordable Housing C14	Waste Management C15
1 Balance - January 1, 2021	15,900,904	(332,717)	(2,409)	351,897	1,791,002	380,597	407,917	829,542	1,492,485	(1,575,994)	19,230,542	(3,119,795)	271,607	
2 Revenue for the year 2021														
3 Development Charges	15,981,845	129,114	237,898	1,087,526	564,638	383,229	239,240	1,045,921	472,644	348,251	7,387,985	360,296	107,463	91,035
4 Debenture Proceeds														
5 Received/Receivable														
6 Interest Earned	39,415	(101)	554	3,115	1,967	623	688	3,048	2,706	(1,278)	31,126	(3,719)	314	256
7	16,021,260	129,013	238,452	1,090,641	566,605	383,852	239,928	1,048,969	475,350	346,973	7,419,111	356,577	107,777	91,291
Transfers for the year 2021														
8 Transferred to the Capital Fund	(2,082,841)	(26,289)	(96,975)	(34,752)	(336,811)	(125,455)		(44,041)			(1,004,959)		(144,672)	
9 Transferred from the Capital Fund														
10 Tsf to Operating														
11 Current Year Debt Principal and Interest	(3,237,048)			(55,152)		(284,952)		(71,844)		(205,920)	(1,162,055)	(488,700)		
12 Amounts allocated (To) From Other Services														
13 Subtotal net transfers	(5,319,889)	(26,289)	(96,975)	(89,904)	(336,811)	(410,407)		(115,885)		(205,920)	(2,167,014)	(488,700)	(144,672)	
14 Balance - December 31, 2021	26,602,275	(229,993)	139,068	1,352,634	2,020,797	354,042	647,845	1,762,625	1,967,835	(1,434,941)	24,482,639	(3,251,918)	234,711	91,291
15 Less Future Capital Works	(43,183,164)	(79,456)	(65,062)	(1,825,272)	(115,304)		(1,792,108)	(2,658,975)			(27,100,801)		(482,464)	
16 Current Balance less Future Capital Works	(16,580,889)	(309,449)	74,005	(472,638)	1,905,493	354,042	(1,144,263)	(896,350)	1,967,835	(1,434,941)	(2,618,162)	(3,251,918)	(247,752)	91,291

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<b>Schedule 2</b> <b>City of Peterborough</b> <b>Development Charge Reserve Funds</b> <b>Statement of Continuity</b> <b>For The Year Ended December 31, 2021</b>										
Description C1	Jackson Growth Area C2	Carnegie East Growth Area C3	Carnegie West Growth Area C4	Chemong East Growth Area C5	Chemong West Growth Area C6	Liftlock Growth Area C7	Coldspring Growth Area C8	Lily Lake Growth Area C9	City Wide Growth Area C10	Growth Areas C11
1 <b>Balance - January 1, 2021</b>	1,242,937	(1,941,698)	(30,780)	2,666,763	(1,959,155)	23,239	25,780	(4,057,291)	206,433	(3,823,770)
2 <b>Revenue for the year 2021</b>										
3 Development Charges	29,760			7,595				3,489,250		3,526,605
4 Debenture Proceeds										
5 Received/Receivable										
6 Interest Earned	1,162	(2,282)	(82)	2,833	(2,521)	(110)	29	853	234	116
7	<b>30,922</b>	<b>(2,282)</b>	<b>(82)</b>	<b>10,428</b>	<b>(2,521)</b>	<b>(110)</b>	<b>29</b>	<b>3,490,103</b>	<b>234</b>	<b>3,526,721</b>
8 <b>Transfers for the year 2021</b>										
8 Transferred to the Capital Fund	(19,044)	(58,617)	(30,906)	(60,240)	(100,080)					(268,886)
9 Transferred from the Capital Fund										
10 Tsf to Operating										
11 Current Year Debt Principal and Interest	(237,600)	(14,460)	(10,476)	(106,944)	(167,292)			(410,748)	(20,905)	(968,425)
12 Amounts allocated (To) From Other Services		(18,892)	(13,602)	(11,335)	(31,738)				75,567	
13 <b>Subtotal net transfers</b>	<b>(256,644)</b>	<b>(91,968)</b>	<b>(54,984)</b>	<b>(178,519)</b>	<b>(299,110)</b>			<b>(410,748)</b>	<b>54,662</b>	<b>(1,237,311)</b>
14 <b>Balance - December 31, 2021</b>	<b>1,017,215</b>	<b>(2,035,948)</b>	<b>(85,846)</b>	<b>2,498,673</b>	<b>(2,260,785)</b>	<b>23,129</b>	<b>25,809</b>	<b>(977,936)</b>	<b>261,330</b>	<b>(1,534,360)</b>
15 Less Future Capital Works	(545,246)	(1,701,067)	(914,944)	(1,098,049)	(2,031,417)	(350,000)	(173,000)	(2,250,000)		(9,063,722)
16 <b>Current Balance less Future Capital Works</b>	<b>471,969</b>	<b>(3,737,015)</b>	<b>(1,000,790)</b>	<b>1,400,623</b>	<b>(4,292,202)</b>	<b>(326,871)</b>	<b>(147,191)</b>	<b>(3,227,936)</b>	<b>261,330</b>	<b>(10,598,083)</b>

## Long Term Debt

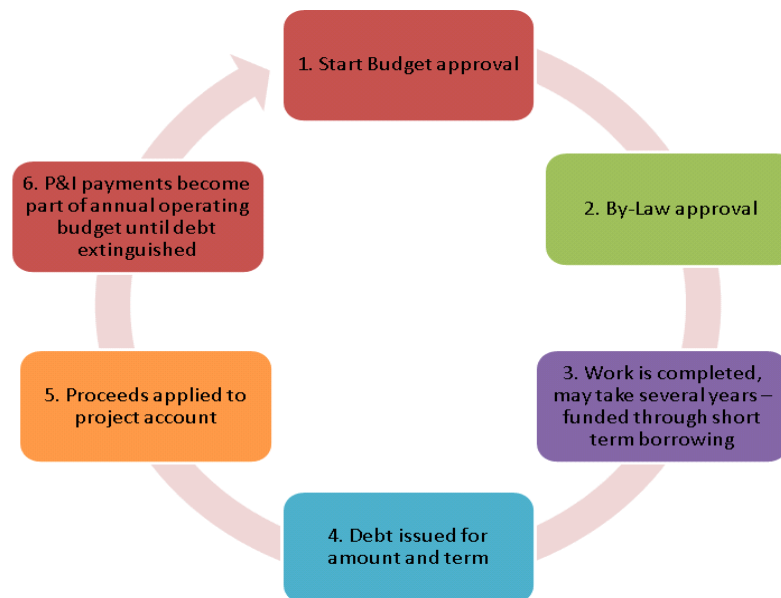
Long term debt plays an integral part in financing the City's capital works, and related principal and interest payments affect the Operating Budget directly.

There are two basic types of long-term debt. One is debt that has been issued and is outstanding and the second is debt that has been approved in previous years' budgets but is not yet issued.

### Debt Approval Cycle

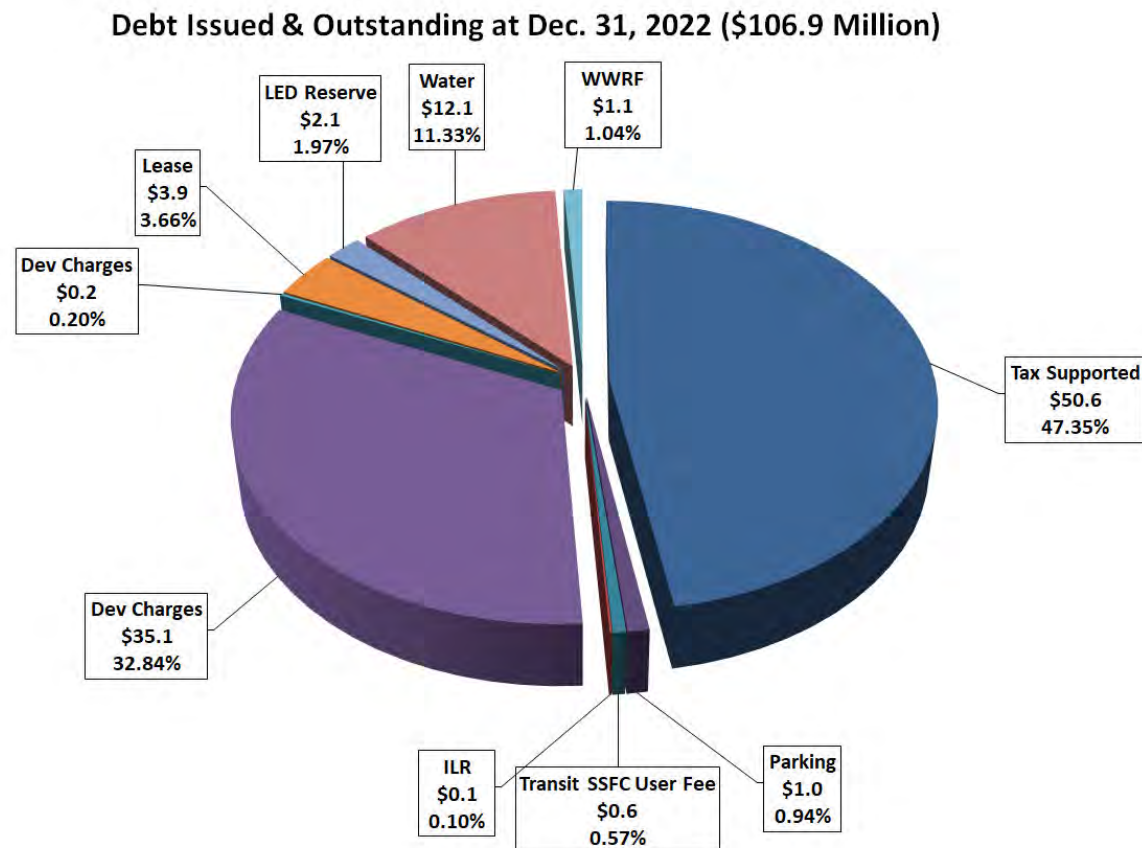
Debt includes long-term debt and certain lease obligations of the City and its local boards. As stipulated in the **Municipal Act, 2001**, long-term debt can only be used to finance capital assets. The City issues debt that is repaid from a variety of sources including water, wastewater and parking user rates, development charges, provincial/federal gas tax, user fees, property taxation and local improvements.

The following graph gives a high-level overview of how debt is typically incurred through the capital budget process.



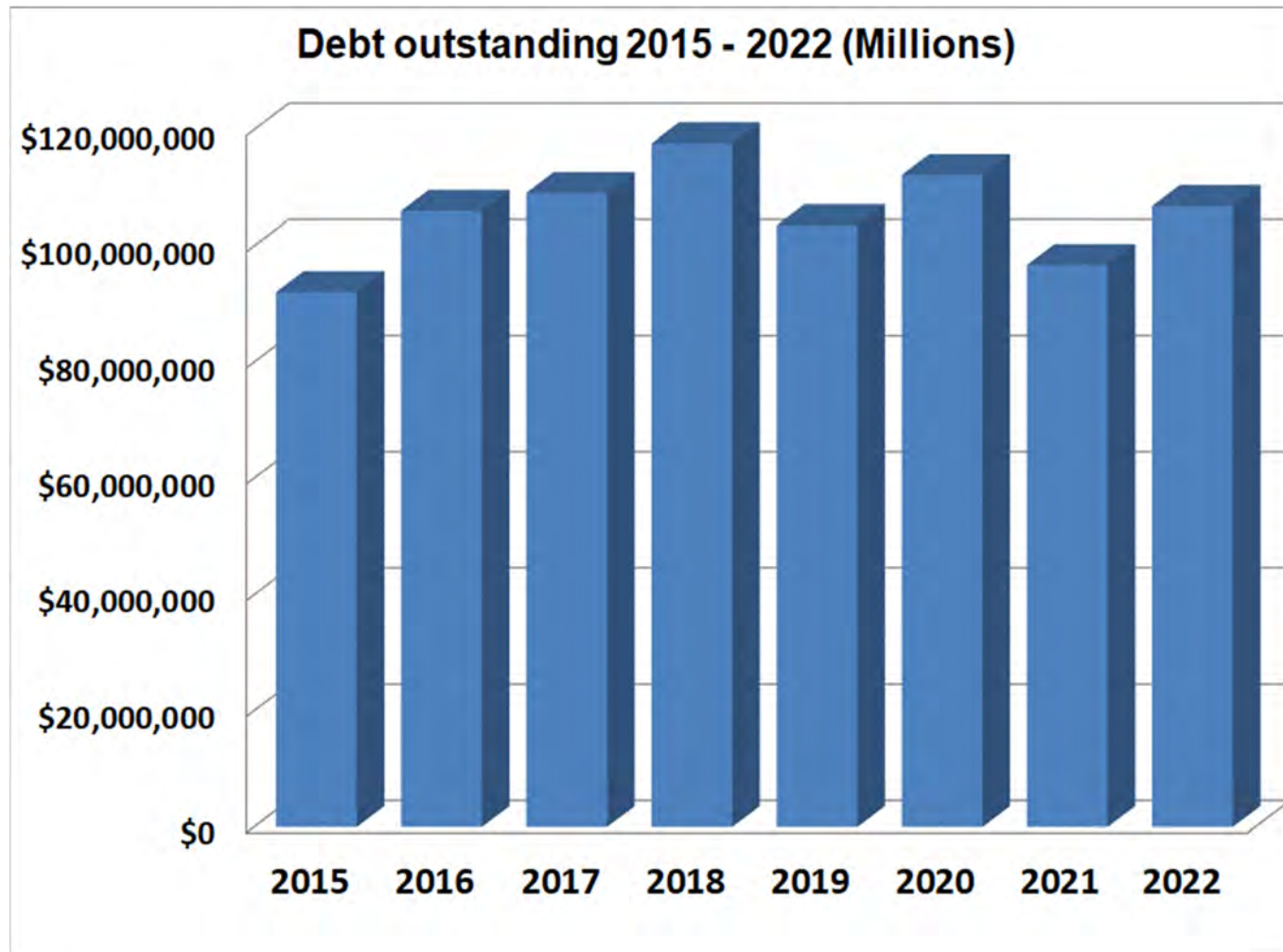
### Debt Issued and Outstanding - December 31, 2022

This is the debt issued and for which the City is locked into paying principal and interest repayments until maturity. The debt to be recovered from general tax revenues is called “tax supported”. The numbers shown represent outstanding principal only and do not include any interest cost.



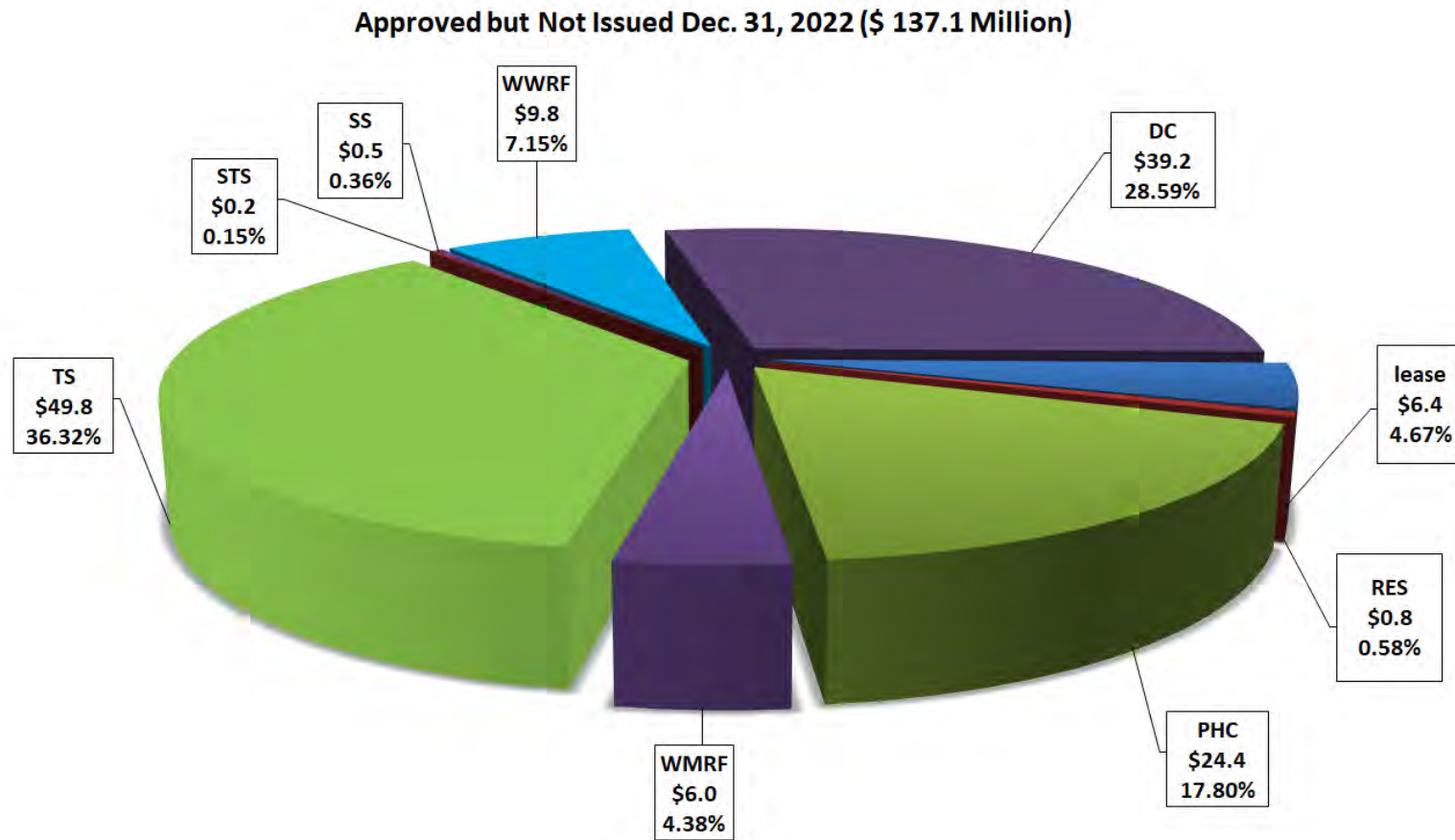
### Historical Debt Outstanding 2015 to 2022

The level of debt issued and outstanding is tracked on the following graph.



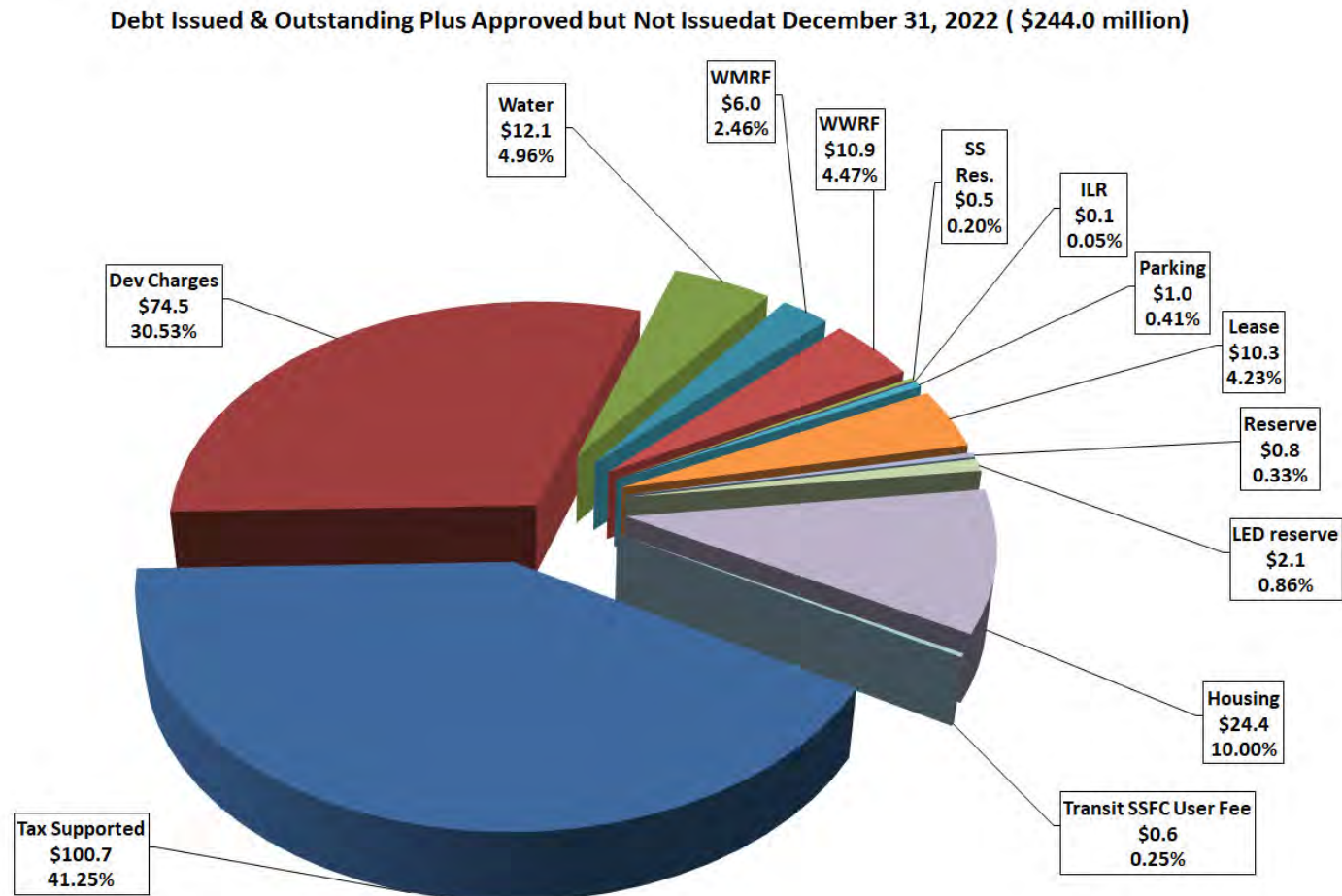
### Debt Approved but not Issued – December 31, 2022

In addition to debt issued and outstanding, \$137.1 million in debenture financing has been approved in previous years' budgets or through Reports to Council but has not yet been issued. Debt is issued when projects are fully completed.



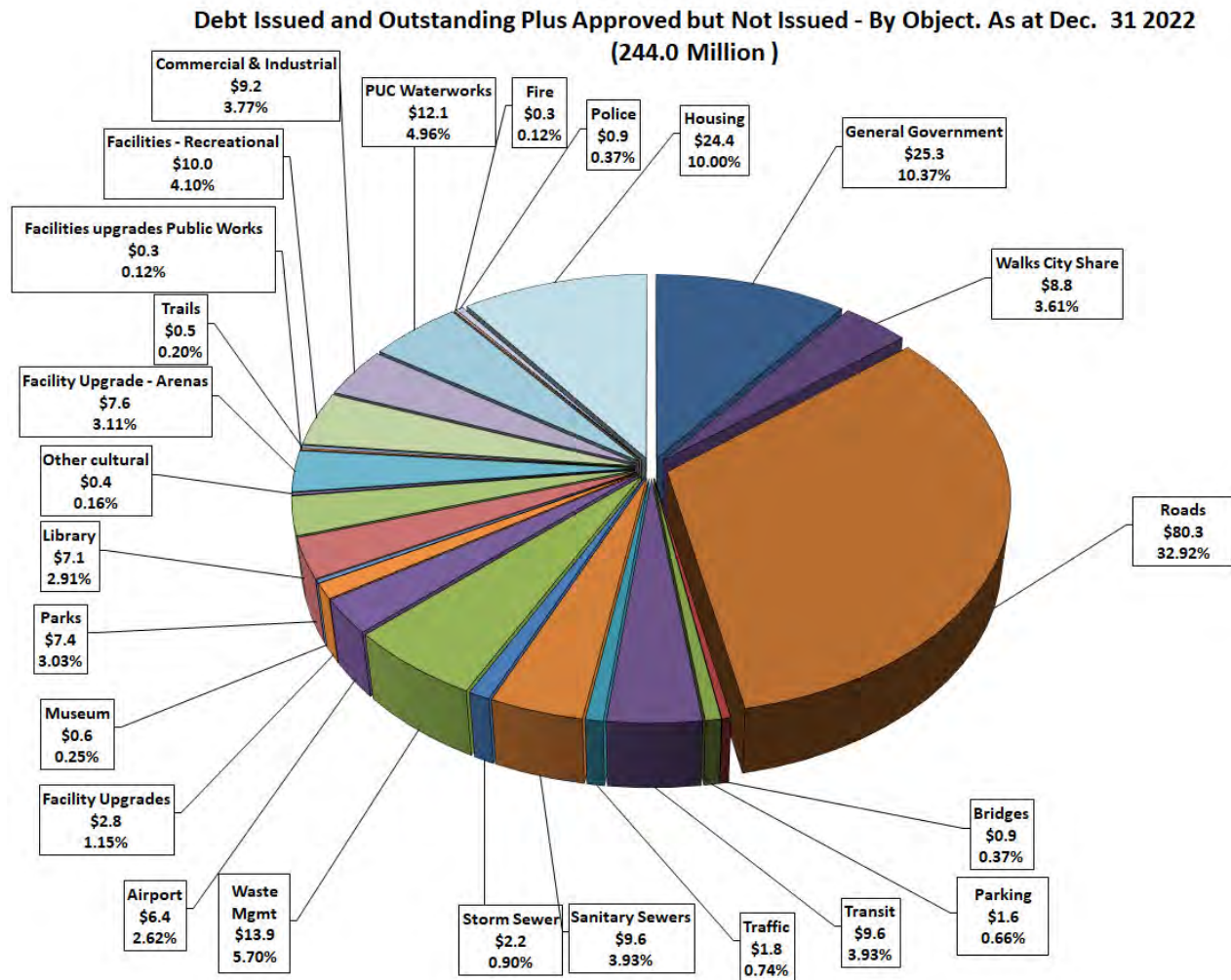
### Debt Issued and approved plus approved but not issued

When both “Issued and Approved” and “Approved But Not Issued” types of debt are added together, the total debt load on the municipality is \$244.0 million. The graph indicates how the debt servicing costs are being paid for:



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2023 Other Sections

The next graph takes the same \$244.0 million “Issued and Approved” and “Approved But Not Issued” and presents the breakdown by project type, where the money was spent. As shown, the largest single area of debt is Roads, followed by Housing, Sanitary Sewers and Commercial and Industrial.



## **Level of debt**

### **Provincial guidelines**

Each year the Province calculates the City's Annual Debt Repayment Limit. The Province stipulates that a municipality may not commit more than 25% of its total own-purpose revenues (Net Revenues) to service debt and other long-term obligations without obtaining prior approval from the Ontario Municipal Board.

For 2022, the Province has calculated the City's annual debt repayment using the 2020 Financial Information Return as reported to the Province. Calculated as 25% of \$248.9 million of net revenues, the City's 2022 Debt repayment limit equals \$62.2 million. Of this amount, the City is using \$19.4 million. These amounts include principal and interest repayments on debt issued and outstanding, debt issued by local boards, excluding COPHI, lease obligations and loan guarantees. This leaves an additional capacity, according to the Province, of \$42.8 million. According to provincial legislation, the City is using 31.19% of its annual debt repayment ( $\$19.4 \text{ million} / \$62.2 \text{ million} = 31.19\%$ ) or 7.8% ( $\$19.4 \text{ million} / \$248.9 \text{ million} = 7.8\%$ ) of its own-purpose revenues.

### **Debt Management Policy – City Policy**

In place of the provincial guideline, the City has its own, more stringent Debt Management Policy.

The policy approved as part of report CPFS12-011 dated April 4, 2012, removed the requirement that “the amount of new tax-supported debt approved in any budget year will be limited to the amount of tax supported principal retired in the previous year plus any accumulated unused balance from previous years”.

It established a new threshold with an annual debt repayment limit that parallels the provincial calculation based on O. Reg 403/02 with the following criteria:

- That the maximum current year annual debt repayment is based on 15% of the City's consolidated own-purpose revenues (Net Revenues), inclusive of the tax-supported current year debt payment, which is limited to 8% of the corporation's own purpose revenues.
- That, in addition to the debt charges for the current year, provision is made for any:

- Debenture financing approved through by-law but for which no debt has yet been issued,
- Debenture financing approved through the Capital Budget, but for which no by-law has yet been established,
- Outstanding financial commitments beyond the normal course of business,
- Loan guarantees and significant lease obligations,

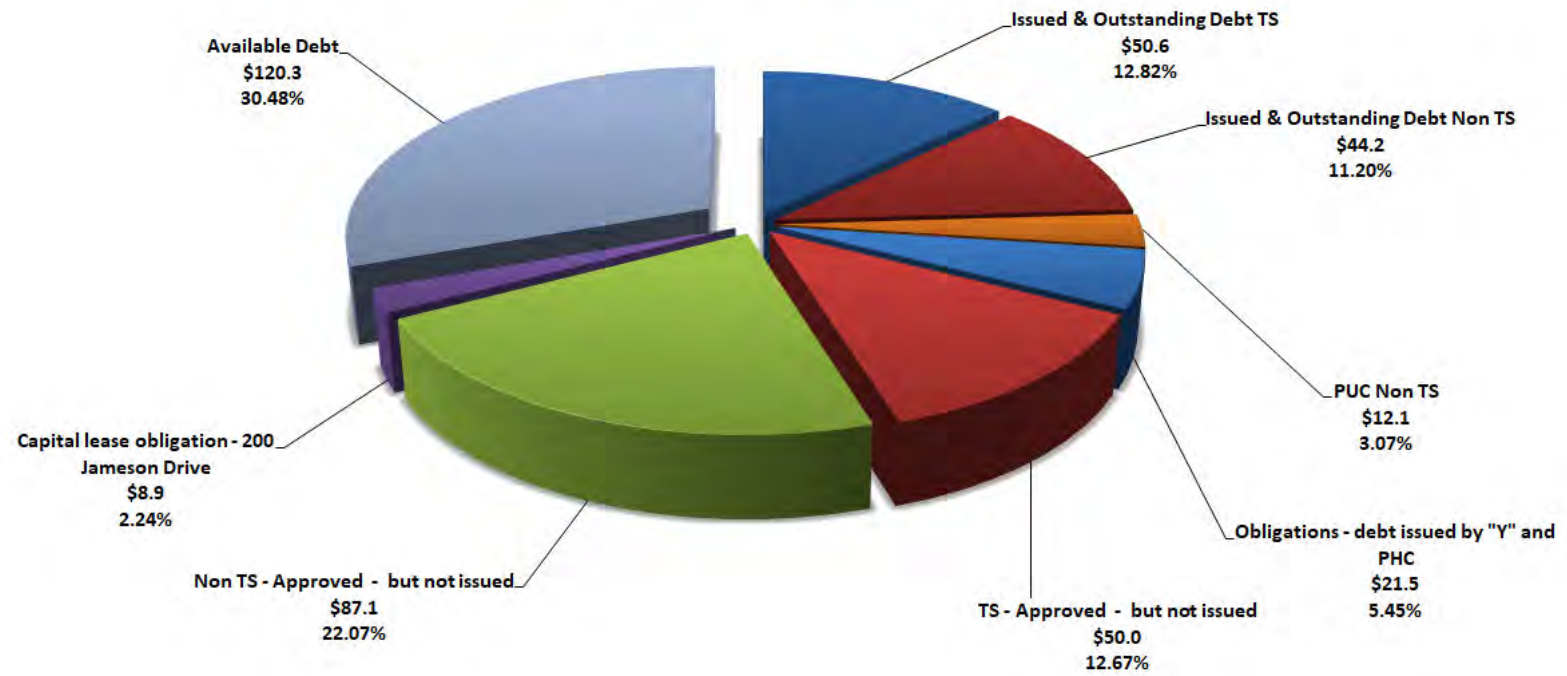
Any debt issued by, or on behalf of, the City's local boards, excluding COPHI, including mortgages, debentures, or demand loans.

The Debt Management Policy was revised through Council's approval of report CLSFS21-024 on July 5, 2021. The report amended the policy to reflect a maximum current year annual debt approval based on 16.5% of the City's consolidated own-purpose revenues (Net Revenues). Calculated as 16.5% of \$248.9 million of net revenues, the City's 2022 Debt repayment limit under the Debt Management Policy equals \$41.1 million. In addition, the report removed the distinction between tax-supported Debt and Non-tax-supported Debt so that the 16.5% limit applies to total debt.

### **Remaining Debt Capacity at December 31, 2022**

Based on the Debt Management Policy, the debt capacity available at December 31, 2022, is \$120.3 million of tax-supported (TS) debt and non-tax-supported (Non-TS) debt. To derive these amounts, assumptions are made with respect to the term (TS = 10 years, Non-TS = 15 years) of the debt and the expected interest rates available in the marketplace.

Components of Debt Capacity 2022



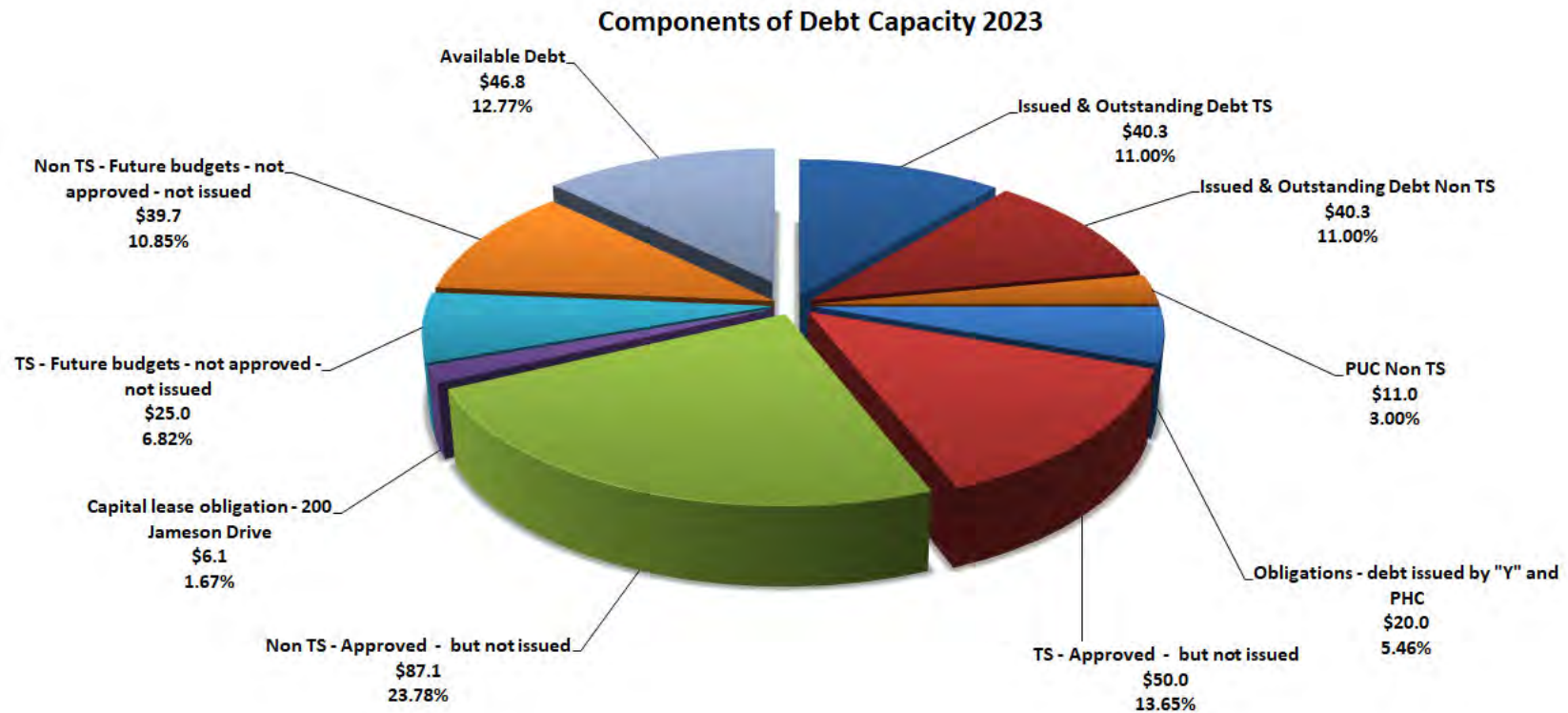
**Remaining Debt Capacity at December 31, 2023**

With approval of the 2023 Capital Budget, and assuming the 2023 payments of debt principal are paid as per the normal course of business throughout the year, the debt capacity available at December 31, 2023 becomes \$86.5 million as shown on the following graph, “Available Debt”. The decrease in capacity from 2022 is a factor of the debt extinguished in the year, new debt in 2023 capital budget, increasing revenues and the mix of the terms of debt outstanding (10 Year vs. 15 Year). As debt capacity is determined by debt servicing costs, principal, and interest payments on short term debt (10 Year) are higher than debt amortized over a longer period of time (15 Years).

How quickly the remaining debt capacity is exhausted will continue to be subject to Council’s direction through Report CPFS12-011 dated April 4, 2012 as follows:

“That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential All-inclusive tax increase does not exceed 1% per year.”

The increase through the Debt Management Policy in the All-inclusive rate in the 2023 operating budget related to TS debt is 0.76%, 0.26% for the new arena and 0.50% for the balance of the capital program. This increase is in compliance with the Finance Committee’s direction as outlined in the Guideline Report CLFSF21-022 dated July 12, 2021.



## **Reserves and Reserve Funds**

### **Reserve and Reserve Fund Balances (\$15 million at October 2022)**

Reserves and Reserve Funds play a critical role in municipal budgeting and financial strength. The balances reflected in the schedule are at a specific point in time, October 2022, and amount to \$15 million in uncommitted balances.

Most of the fund balances are committed by legislation or specific resolutions of Council for very specific purposes and form an integral part of the City's long-term Capital financing plan.

The following chart provides details of the Reserve and Reserve Funds Balances and Commitments as of October 2022. The Chart excludes 2023 budgeted transfers to Reserves and planned 2023 expenditures from Reserves.

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2023 Other Sections

Ref	Description	Purpose of Reserve To assist in financing or fund...	—Type of Reserve and Balance at October 2022—				
			Obligatory Reserve Funds, Deferred Revenue	Discretionary Reserve Funds	General Reserves	Commitments	Uncommitted Balance
1	2	3	4 \$	5 \$	6 \$	7 \$	8 \$
<b>Working Funds</b>							
1	Working Funds	Operations in between revenue streams			1,451,977	-	1,451,977
<b>Contingencies</b>							
2	Strike Contingency	Costs necessary due to an employee strike			120,000	-	120,000
3	Contingent Lease Liability	AmeriCredit Lease commitment			100,000	-	100,000
4	Future Assessment Loss	Extraordinary tax write-offs - Auditor recommended			423,478	-	423,478
5	Capital Levy Reserve	In-year and future capital projects			8,928,156	(245,090)	8,683,065
<b>Replacement of Equipment</b>							
6	Arena Equipment	Arena equipment			7,815	(7,800)	15
7	Ptbo Sport & Wellness Centre Equipment	PSWC replacement equipment			273,450	(82,660)	190,790
8	Public Works depreciation	Public works replacement vehicles and equipment		7,998,182		(4,883,807)	3,114,375
9	Ontario Community Infrastructure Fund (OCIF)				2,977,962	(2,977,962)	-
<b>Sick Leave</b>							
11	Sick Leave	Fire Services Sick Leave Liability			2,299,907	-	2,299,907
<b>Insurance</b>							
12	Insurance	Insurance costs below deductible or major issue			1,231,086	(822,343)	408,743
<b>Workplace Safety and Insurance Board (WSIB)</b>							
13	WSIB Reserve	Future WSIB liabilities - (City is Schedule II employer)			2,457,233	(9,449,700)	(6,992,467)
<b>Post-Employment Benefits</b>							
14	Employee Benefits Reserve	Future liabilities based on Actuarial review			3,639,922	(21,543,600)	(17,903,678)
<b>Parking</b>							
15	Parking	Parking Capital Expenditures			614,690	(513,648)	101,042
16	Atria Parking				250,703	-	250,703
<b>Debenture repayment</b>							
17	Airport Debt Servicing	Annual debt payments are approx. \$1.4M / year			(28,738)	-	(28,738)
<b>General Government</b>							
18	Facilities Maintenance	Maintenance of City Facilities			255,127	(205,650)	49,477
19	Casino Gaming	Casino Gaming			2,938,498	(2,857,980)	80,517
20	Climate Change Action Plan Reserve	Climate Change			1,669,692	(1,168,057)	501,635
21	PTS Telephone Reserve	Replacement			129,670	(129,670)	-
22	Elections Reserve	Annual for municipal election every 4th year			635,236	-	635,236
23	Electronic Data Processing Equipment	IT Capital Expenditures			2,958,892	(792,594)	2,166,298
24	PTS MS Office Licences	Software License Capital Expenditure			(140,379)	(90,465)	(230,844)
25	Pay Equity	Pay equity costs			29,191	-	29,191
26	Municipal Accommodation Tax Reserve (MAT)	Tourism promotion			884,981	(707,313)	177,668
27	Organizational Dev & Ben Res	In year organizational development issues			423,555	-	423,555

Part 4  
2023 Other Sections

Ref	Description	Purpose of Reserve To assist in financing or fund...	—Type of Reserve and Balance at October 2022—				
			Obligatory Reserve Funds, Deferred Revenue	Discretionary Reserve Funds	General Reserves	Commitments	Uncommitted Balance
1	2	3	4 \$	5 \$	6 \$	7 \$	8 \$
28	Accessibility Improvements	Accessibility Capital Expenditures			87,085	(79,828)	7,257
29	Sustainability	Sustainability Capital Expenditures			129,286	(150,000)	(20,714)
30	Court House - 70 Simcoe St	Court House Capital Expenditures			798,895	(25,000)	771,895
<b>Protection Services</b>							
31	Peterborough County/City Paramedics Service Reserve	Extraordinary In year cost			1,497,185	(47,000)	1,450,185
32	Fire Fighting & Safety Equip	Future Fire safety equipment			660,889	(616,905)	43,984
33	Fire Dispatch Reserve	Fire Dispatch Capital Expenditure			331,497	(381,501)	(50,004)
34	Fire Vehicle Equipment	Fire vehicles and equipment			2,547,195	(1,709,866)	837,330
<b>Transportation Services - Roadways</b>							
35	Lily Lake Monitor Pgm Reserve	Unspent Provincial funding received			137,711	-	137,711
36	Infrastructure and Planning Services Dept Capital	IPS Capital Expenditures			318,575	(198,282)	120,293
37	Subdivision Engineering Fees	To match revenues with year of expenditure			666,543	-	666,543
38	Engineering Design & Inspection	To match revenues with year of expenditure			1,633,512	-	1,633,512
39	Decorative Streetlighting	Decorative Streetlighting Capital Expenditures			13,765	-	13,765
40	LED Street Light Debt Servicing	Decorative Streetlighting Capital Expenditures			469,708	-	469,708
41	Bridge Reserve	Bridge Capital Expenditures			2,734,151	(2,517,298)	216,853
42	Winter Control	Extraordinary winter season costs			477,895	-	477,895
43	Traffic Signals	Traffic Capital Expenditures			774,907	(417,331)	357,575
44	Devlpt Proj Signs (Traffic)	Traffic Signs Capital Expenditures			310,800	(89,112)	221,688
45	Rear Lane Reserve	Operating costs to maintain Lanes			65,594	-	65,594
46	Downtown Decorative Streetlighting Enhancement	Main Street Revitalization			-	-	-
47	OMCC - Cycling	Project Grant funding			4,295	-	4,295
<b>Transportation Services - Transit</b>							
48	Transit Capital	Transit Vehicles replacement			3,304,386	(500,138)	2,804,249
49	Safe Restart - Transit				84,894	-	84,894
<b>Transportation Services - Air</b>							
50	Airport Development Review Reserve	Operating costs for Development review			43,219	-	43,219
51	Airport Pavement	Airport Capital Expenditures			400,004	-	400,004
52	Airport External Audit			40,000	-	-	40,000
<b>Environmental Services - Sanitary Sewer System</b>							
53	FRMP - Res Sewer Surcharge	FRMP Capital Expenditures			13,263,210	(9,154,778)	4,108,431
54	Waste Water Reserve	Sanitary & Storm Sewer related Capital Expenditures		26,361,256	-	(22,507,793)	3,853,463
<b>Environmental Services - Storm Sewer System</b>							
55	FRMP - Res Capital Levy	FRMP Capital Expenditures			9,601,087	(8,271,716)	1,329,371
<b>Environmental Services - Waste Disposal</b>							
56	Waste Management	Waste Management Capital Expenditures			7,046,690	(7,046,690)	-
57	Landfill Closure	Closure & Post closure costs			5,019,399	(19,902,023)	(14,882,624)

Part 4  
2023 Other Sections

Ref	Description	Purpose of Reserve To assist in financing or fund...	--Type of Reserve and Balance at October 2022--				
			Obligatory Reserve Funds, Deferred Revenue	Discretionary Reserve Funds	General Reserves	Commitments	Uncommitted Balance
1	2	3	4 \$	5 \$	6 \$	7 \$	8 \$
<b>Planning and Development</b>							
58	Control Monuments - New Subdivisions	Control Monuments Capital Expenditures			(16,272)	-	(16,272)
59	Economic Development Initiatives Reserve	Economic Development Activities			25,019	-	25,019
60	Industrial Land	Industrial Land Capital Expenditures			680,015	(830,341)	(150,326)
61	Property Purchases	Property Purchases Capital Expenditures			5,719,276	(5,719,276)	-
62	Loggerhead Marsh	Amounts committed to Loggerhead Marsh Developers			449,994	-	449,994
63	Site Plan Compliance (Plng)	To fulfil performance security issues			21,529	-	21,529
64	Doctor Recruitment Incentive	Payments to recruit new Doctors			162,125	(40,000)	122,125
65	Parkland Acquisition	Parkland Capital Expenditures			139	-	139
66	Woodland Conservation Reserve				183,174	-	183,174
67	Heritage Preservation Reserve				132,676	-	132,676
<b>Health Services</b>							
68	Peterborough Public Health	Available as City share for one-time expenditure			103,528	-	103,528
<b>Social and Children's Services</b>							
69	General Assistance (Social Services)	Extraordinary GA costs due to increase caseload/cost			8,199,849	(5,523,900)	2,675,949
70	SS Community Social Plan 50/50 Reserve	Shared with the County			269,132	-	269,132
71	Social Services - Early Learning Child Development	Provincial Funds for Early Learning Program			540,029	-	540,029
72	Fairhaven Home for the Aged	Fairhaven Debt financing			305,884	-	305,884
<b>Social Housing</b>							
73	Home Ownership Loan Fund	Housing incentive Program			323,437	-	323,437
74	Kawartha & Otonabee Native Cap. Reserve	K & O Native Capital Expenditures			1,239,144	-	1,239,144
75	Investment Affordable Housing - Peterborough Renovates	Housing incentive Program			541,701	-	541,701
76	Social Housing	Extraordinary Social Housing costs			2,555,340	(2,264,141)	291,199
77	Social Housing-City/County	Extraordinary Social Housing costs			1,158,692	-	1,158,692
78	Social Housing-DOOR Funding	Provincial funding specific to DOOR program			342,189	(399,938)	(57,750)
79	Ptbo Housing Corp Capital Reserve	PHC capital Expenditures			266,710	-	266,710
80	Affordable Housing PropertyRes	Housing incentive Program		218,684	-	-	218,684
81	Rent Choice Supplement (Joint)	Housing incentive Program		98,234	-	-	98,234
82	Affordable Housing Partnership	Housing incentive Program		1,081,684	-	(433,522)	648,162
<b>Recreation - Cultural Services</b>							
83	Public Art Maintenance	Maintenance of Public Art		143,226	-	-	143,226
<b>Recreation - Facilities</b>							
84	Museum Administration/Accession	Acquisition and care of artifacts/archival collection			3,082	-	3,082
85	Cannabis Legalization Implementation	Cannabis Legalization Implementation			-	-	-
86	Museum Renovation	Museum Capital Expenditures			280,842	(83,000)	197,842
87	Healthy Planet Arena - Surcharges	Used to help fund Healthy Planet Arena debt			268,309	(268,309)	-
88	Ptbo Sport & Wellness Centre Capital Conservation	PSWC Capital Expenditures			217,603	-	217,603
89	New Athletic Fields	New Athletic Fields Capital Expenditures			152,579	-	152,579
90	Beavermead Reserve	Beavermead Capital Expenditures			97,290	(25,000)	72,290
91	Artificial Turf	Artificial Turf Capital Expenditures			550,000	-	550,000

Part 4  
2023 Other Sections

Ref	Description	Purpose of Reserve To assist in financing or fund...	--Type of Reserve and Balance at October 2022--			Commitments	Uncommitted Balance
			Obligatory Reserve Funds, Deferred Revenue	Discretionary Reserve Funds	General Reserves		
1	2	3	4	5	6	7	8
			\$	\$	\$	\$	\$
92	Market Hall Performing Arts	Market Hall Capital Expenditures			926	-	926
93	Sportfield Lights	Sport field Lights Capital Expenditures			224,996	-	224,996
94	PACAC Reserve	PACAC Costs			43,335	-	43,335
95	Marina	Marina Capital Expenditures			22,741	(3,310)	19,431
96	General Recreation Reserve	Recreation Capital Expenditures			10,325	-	10,325
<b>Subdivider Contributions</b>							
<b>Recreational land (the Planning Act)</b>							
120	New Subdivision Trees		40,845			-	40,845
121	Parkland 5% in lieu		974,209			(103,300)	870,909
<b>Building Code Act, 1992 (Section 2.23)</b>							
122	Building Division Reserve		945,731			(212,652)	733,079
<b>Gasoline Tax - Province</b>							
123	Prov - Gas Tax Funds - Transit		539,832			-	539,832
<b>Canada Community-Building Fund</b>							
124	Canada Community-Building Fund (formerly Fed Gas Tax)		14,130,794			(13,535,377)	595,417
			<b>16,631,411</b>	<b>35,941,266</b>	<b>112,027,820</b>	<b>(149,535,668)</b>	<b>15,064,827</b>



Budget Highlights

Part 5: **Glossary of Budget Terms and Acronyms**



## **Budget Terms**

### **Accrual Accounting**

The City's sources of financing and expenditures are recorded using the accrual basis of accounting. This basis recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay. This is also the basis for developing the City's budget.

### **Allowance**

A provision for an expected loss or reduction in the value of an asset, in order to reduce the reported value of the asset to a value, which reflects its estimated realizable value. Examples of an allowance are Allowance for Doubtful Accounts, and Allowance for Uncollectable Taxes.

### **Annualized**

This is the amount required to bring a program or service allocation to a full year's expenditure cost or revenue realization. Most often referenced where new staff were approved in the previous year's budget and required only a partial year's salary and benefits, but in the following year a full year's budget allocation is required.

### **Approved Budget**

The Council will consider the budget recommendations for approval as received from the Finance Committee. Following consideration of the recommendations received, Council, in formal session, will approve a budget for the fiscal year and pass the necessary bylaws to adopt the budget and set property tax rates for the fiscal year.

### **Association of Municipalities of Ontario (AMO)**

AMO works with, and for, municipal governments. Traditional activities include inter-government relations and policy development, information gathering and disseminating on all issues affecting municipalities.

### **Assessment**

A value established by the Municipal Property Assessment Corporation (MPAC) for real property for use as a basis for levying property taxes for municipal, and education purposes.

### **Assessment Cycle**

The annual valuation date for property assessment is conducted by MPAC.

### **Base Budget**

The base budget reflects the prior years' approved budget allocation for programs and services with adjustments made to reflect one-time allocations, annualizations, salary and benefits increases, etc.

**Budget**

A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures for the provision of various municipal programs and services, approved by Council.

**Budget Timetable**

The schedule of key dates which the City follows in the preparation, review, presentation, and adoption of the budget.

**Budget Documents**

The official documents prepared by administration which presents the proposed budget for the fiscal year to City Council. The books outline the principal budget issues and highlights against the background of financial experience and presents recommendations made by senior administration for the consideration of the Finance Committee and Council. The City's Budget includes three distinct documents, the Highlights Book, the Operating Budget, and the Capital Budget.

**Capital Budget**

A plan of proposed capital expenditures to be incurred in both current, and future, years along with the method of financing for each. Project expenditures are differentiated between those that result in Tangible Capital Assets being either purchased or constructed and those which do not – simply referred to as "Other Capital".

**Capital Projects**

Projects that result in the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

**Consumer Price Index (CPI)**

The measurement of price changes experienced by consumers in maintaining a constant standard of living. This index is developed and published on a monthly basis by Statistics Canada.

**Construction Price Index**

The measurement of price changes for construction materials experienced in maintaining a constant standard. This index is developed and published on a monthly basis by Statistics Canada.

**Cost Driver**

Factors that may significantly impact expenditures in a specific program or service. A good example is Ontario Works caseloads.

**Current Taxes**

Property taxes that are levied and payment is due within the fiscal year.

**Debenture Debt**

The payment of interest and repayment of principal to holders of the City's debt instruments, used to finance capital projects.

**Debt Capacity**

Each municipality's amount of annual debt repayment is limited to not more than 25% of its own source revenue fund revenues. This is prescribed by the **Municipal Act** and is subject to Regulation.

**Department**

A basic organizational unit of the City, which is functionally unique in its delivery of services. Commissioners of Departments report directly to the Chief Administrative Officer. They include Corporate and Legislative Services, Infrastructure and Planning Services, and Community Services.

**Estimated Revenue**

The amount of projected revenue to be collected during the fiscal year. The amount of revenue budgeted is the amount approved by Council.

**Federation of Canadian Municipalities (FCM)**

A national organization representing the interests of municipalities, FCM has been the national voice of municipal governments since 1901. It is dedicated to improving the quality of life in communities by promoting strong, effective, and accountable municipal government.

**Full-Time Equivalents (FTEs)**

The measurement of staff resources based on a full-time workweek. It is useful for quantifying part-time staff. As an example, the City may use two individual part-time staff in an area, who work half of the hours worked by a full-time employee. Although they are two part-time employees, it is considered one FTE.

**Fiscal Year**

The twelve-month accounting period for recording of financial transactions. The City's fiscal year is January 1 to December 31.

**Fund Balance**

The balance sheet identifies the assets of that fund and the liabilities it owes. The difference between the fund's assets and liabilities equals the "fund balance." To the extent that assets exceed liabilities, represents the financial resources available to finance expenditures of the following fiscal period. A deficit fund balance can only be recovered by having revenues exceed expenditures in a following fiscal period.

**Grant**

A monetary contribution by one level of government to another, or one organization to another. Typically, the provincial and federal governments make these contributions to local governments. The City of Peterborough makes grants available to various local cultural, sports and community organizations and for assistance to seniors and others.

**Long-Term Debt**

Long-term debt is used to finance capital projects, having a maturity term of more than one year. Debt repayment forms part of the annual operating budget.

**Municipal Property Assessment Corporation (MPAC)**

The entity responsible for the property assessment function in Ontario, in accordance with Provincial legislation passed in 1997.

**Ontario Structure Inspection Manual (OSIM)**

The Ontario Structure Inspection Manual is published by the Ministry of Transportation (O. Reg. 160/02, s. 2 (2)). It is the legislation under which the structural integrity, safety and condition of every bridge is to be determined through the performance of at least one inspection every two years under the direction of a professional engineer.

**Operating Budget**

The budget allocations to provide basic government programs and services in the current fiscal year. Expenses include such items as salaries and wages, materials and supplies, utilities, and insurance.

**Operating (Revenue) Fund**

The fund reflecting general activities of the City. The principal sources of revenue are property taxes, grants, and service charges. All line and staff departments are financed through this fund.

**Payments in Lieu of Taxes (PILs)**

The payment to municipalities by other governments of an amount equal to the tax for properties located within the municipality, which are exempt from taxation.

**Requested Budget**

The initial budget developed and submitted by departments for consideration by the Chief Administrative Officer and Financial Services team.

**Recommended Budget**

This is the budget as presented in the draft Budget submitted to the Finance Committee as Administrations' proposed budget. The Finance Committee then begins its deliberation of the recommended budget followed by at least one public meeting to hear delegations on the budget. Upon conclusion of their deliberations, the Finance Committee will put forward a recommended budget for the Council's consideration and approval.

### **Reserves**

Reserves are an allocation of accumulated net revenue. It has no reference to any specific asset and does not require the physical segregation of money or assets. These are established by Council and may be expanded, based on recommendations from the Treasurer. Examples of the City's Reserves are Vehicle and Equipment Reserves, Insurance Reserve, and Social Services Reserve.

### **Reserve Fund**

Assets segregated and restricted to meet the purpose of the reserve fund. They may be: **Obligatory** - created whenever a statute requires revenues received for special purposes to be segregated. e.g., Development Charges Reserve Fund or can be **Discretionary** - created whenever a municipal council wishes to earmark revenues to finance a future project for which it has authority to spend money.

### **Revenue**

Funds that a government entity receives as income. It includes such items as property tax payments, fees for specific services, receipts from other governments, fines, grants, and interest income.

### **Sewer Surcharge**

The dollar amount generated when the sewer surcharge rate is applied to eligible water charges. The City's Budget quantifies the sewer surcharge payable for \$100,000 of residential assessment and the total sewer surcharge collected for the City.

### **Sewer Surcharge Rate**

The rate applied to eligible water charges as billed by the Peterborough Utilities Commission to raise sewer surcharge revenues to be used by the City to pay for operating and capital sanitary sewer works.

### **Taxable Assessment**

The Current Value Assessment upon which the tax rates can be applied to generate the required annual tax levy as determined through the City's annual budget process.

### **Tax Burden**

The amount of taxes each property class generates and is most often described as a percentage of the total tax collected.

### **Tax Levy**

The tax levy represents the total amount of revenue to be raised by property taxes for operating and debt service purposes. The City of Peterborough is also responsible for levying taxes for School Boards and the local Business Improvement Areas.

**Tax Rate**

The rate levied on each real property according to the assessed property value as established by MPAC and the property class. Tax rates are often expressed as a percentage.

**Tax Ratio**

A number applied to total taxable current value assessment by class to determine weighted taxable assessment for the class. The total tax levy requirement is then divided by the total weighted taxable assessment to derive the tax rate for the residential class. The residential tax rate is then multiplied by each class's tax ratio to determine the tax rate for the class.

**Tax Supported Debt (TS)**

Tax supported refers to the portion of long-term debt that is funded from a draw against general property tax revenue.

**Weighted Taxable Assessment**

Weighted Taxable Assessment is the total of taxable assessment for each class multiplied by the class tax ratio. Weighted Taxable Assessment is used to allocate the cost of some joint services between the City and County of Peterborough such as Housing and Provincial Offences.

## Acronyms Used in Budget Documents

Abbreviation	Definition
AAC	Accessibility Advisory Committee
ACH	Arts Culture and Heritage
AGP	Art Gallery of Peterborough
AHAC	Affordable Housing Action Committee
AMO	Association of Municipalities of Ontario
AODA	Accessibility for Ontarians with Disabilities Act, 2005
APRAC	Arenas Parks and Recreation Advisory Committee
BAS	Building Automation System
BET	Business Education Taxes
BCA	Building Condition Audit/Building Code Act
CALA	Canadian Association for Laboratory Accreditation
CAMP	Central Area Master Plan
CBCO	Certified Building Code Official
CCAP	Climate Change Action Plan
CCEYA	Child Care and Early Years Act
CCF	Central Composting Facility
CCP	Community Care Peterborough
CCRC	Community Counselling and Resource Centre
CCSF	Cultural Spaces Canada Fund (Department of Canadian Heritage)
CCTV	Closed Circuit Television
CDP	Community Development Program
CHPI	Community Homelessness Prevention Initiative
CIP	Community Improvement Plan
CMHC	Canadian Mortgage and Housing Corporation
CMOG	Community Museum Operating Grant (Ontario Ministry of Culture)
CMSM	Consolidated Municipal Service Manager
CNIB	Canadian National Institute for the Blind
CNR	Canadian National Railway
COPHI	City of Peterborough Holdings Inc.
CPI	Consumer Price Index
CPR	Canadian Pacific Railway
CRRC	Community Race Relations Committee
CRSP	Cardiovascular Rehabilitation Services Program
CRTC	Canadian Radio-television and Telecommunications Commission
CSD	Community Services Department
CSJ	Canada Summer Jobs (HRDC)
CSPT	Court Security Prisoner Transportation
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CVP	Consolidated Verification Process

Part 5  
Glossary of Budget Terms and Acronyms

<b>Abbreviation</b>	<b>Definition</b>
DAC	Data Analysis Coordinator
DBIA	Downtown Business Improvement Area
DC	Development Charges
DFO	Department of Fisheries and Oceans
DNA	Deoxyribonucleic Acid
DOOR	Delivering Opportunities for Ontario Renters
DYS	Downtown Youth Space
EA	Environmental Assessment
EAB	Emerald Ash Borer
EC3	Electric City Culture Council
ECA	Environmental Compliance Approval
ECG	Emergency Control Group
EDP	Electronic Data Processing
EEF	Energy Emergency Fund
ELCC	Early Learning and Child Care
EMIS	Engineering Management Information Systems
EMP	Environmental Monitoring Program
EMS	Emergency Medical Services
EOC	Emergency Operations Centre
EPD	Environmental Protection Division
ERP	Enterprise Resource Planning
ESR	Environmental Study Report
ESS	Emergency Social Services
FDK	Full Day Kindergarten
FDM	Fire Dispatch Management
FGT	Federal Gas Tax
FME	Feature Manipulation Engine
FPPA	Fire Protection and Prevention Act
FRMP	Flood Reduction Master Plan
FRMPRCL	Flood Reduction Master Plan Reserve Capital Levy
FRMPRSS	Flood Reduction Master Plan Reserve Sewer Surcharge
FTE	Full Time Equivalent
FUSE	Fund for Utility Service Emergencies
G/M	Geomatics/Mapping formerly Land Information Division
GIS	Geographic Information Systems
GPS	Global Positioning System
GTAA	Greater Toronto Airport Authority
HADD	Harmful Alteration Disruption and/or Destruction
HAP	Housing Access Peterborough
HCD	Heritage Conservation Districts
HNS	Heritage Neighbourhood Study
HPO	Heritage Preservation Office
HPTRP	Heritage Property Tax Relief Program

Part 5  
Glossary of Budget Terms and Acronyms

<b>Abbreviation</b>	<b>Definition</b>
HR	Human Resources
HRC	Housing Resource Centre
HRSDC	Human Resources and Skills Development Centre
HSP	Housing Stability Fund
HVAC	Heating, Ventilation and Air Conditioning
HWT	Hot Water Tank
IAH-E	Investment in Affordable Housing - Extension Program
ICON	Integrated Courts Offender Network
IIMP	Infrastructure Information Management Program
ILS	Integrated Library System
IMS	Incident Management System
IPS	Infrastructure and Planning Services
ISF	Infrastructure Stimulus Fund
IT	Information Technology
ITMS	Integrated Traffic Management System
JE	Job Evaluation
JK/SK	Junior Kindergarten/Senior Kindergarten
KLLIC	Kawartha Lakeshore Library Information Consortium
KTTC	Kawartha Trades and Technology Centre
KPRDSB	Kawartha Pineridge District School Board
LED	Light Emitting Diode (lamps)
LEED	Leadership in Energy and Environmental Design
LIS	Land Information Services
LLMP	Little Lake Master Plan
MAP	Museum Assistance Program (Department of Canadian Heritage)
MAP ECF	Museum Assistance Program Exhibition Circulation Fund
MBIP	Major Bennett Industrial Park
MCP	Municipal Cultural Plan
MCSS	Ministry of Community and Social Services
MCYS	Ministry of Children and Youth Services
MECP	Ministry of the Environment, Conservation and Parks
MHSW	Municipal Household and Special Waste
MMAH	Ministry of Municipal Affairs and Housing
MNR	Ministry of Natural Resources
MOECC	Ministry of the Environment and Climate Change
MOH	Ministry of Health
MOL	Ministry of Labour
MOU	Memorandum of Understanding
MPAC	Municipal Property Assessment Corporation
MRF	Material Recycling Facility
MTCS	Ministry of Tourism, Culture and Sport
MTCU	Ministry of Training, Colleges and Universities
MTO	Ministry of Transportation Ontario

Part 5  
Glossary of Budget Terms and Acronyms

<b>Abbreviation</b>	<b>Definition</b>
NASSCO	National Association of Sewer Service Companies
NCC	New Canadian Centre
NFA	North Fill Area (Landfill site)
NFP	Not For Profit (organizations)
NU	Non-Union
OBCA	Ontario Building Code Act
OBRP	Ontario Bus Replacement Program (replaced OTVP)
OCB	Ontario Child Benefit
OCIF	Ontario Community Infrastructure Fund
OCS	Office of the City Solicitor
ODA	Ontarians with Disabilities Act
ODRAP	Ontario Disaster Relief Assistance Program
ODSP	Ontario Disability Support Program
OEYCFC	Ontario Early Years Child and Family Centres
OHRC	Ontario Human Rights Commission
OHSA	Ontario Health and Safety Act
OLG	Ontario Lottery and Gaming Corporation
OLS	Obstacle Limitation Surface
OMERS	Ontario Municipal Employees Retirement System
OP	Official Plan
ORCA	Otonabee Region Conservation Authority
OSIM	Ontario Structure Inspection Manual
OTM	Ontario Traffic Manual
OTVP	Ontario Transit Vehicle Program (prior to OBRP)
OW	Ontario Works
PACAC	Peterborough Architectural Conservation Advisory Committee
PACP	Pipeline Assessment Certification Program
PB	Participatory Budgeting
PBAC	Peterborough Bicycle Advisory Committee
PCCP	Peterborough County City Paramedics
PCI	Pavement Condition Index
PCOA	Peterborough Council on Aging
PCSP	Peterborough Community Social Plan (overlap with CSP)
PDI	Peterborough Distribution Incorporated
PFS	Peterborough Fire Services
PHC	Peterborough Housing Corporation
PHCS	Primary Health Care Services
PHS	Peterborough Humane Society
PIC	Public Inquiry Centre
PIDC	Peterborough Industrial Development Corporation
PIL	Payment in Lieu
PKED	Peterborough & the Kawarthas Economic Development
PKT	Peterborough Kawartha Tourism

Part 5  
Glossary of Budget Terms and Acronyms

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<b>Abbreviation</b>	<b>Definition</b>
PLC	Programmable Logic Controller
PMA	Peterborough Museum and Archives
PMC	Peterborough Memorial Centre
POA	Provincial Offences Act
PPE	Personal Protective Equipment
PPH	Peterborough Public Health
PPL	Peterborough Public Library
PRHC	Peterborough Regional Health Centre
PRLC	Peterborough Regional Liaison Committee
PSAB	Public Sector Accounting Board
PSF	Per Square Foot
PSWC	Peterborough Sport and Wellness Centre
PTIF	Public Transit Infrastructure Fund
PTS	Peterborough Technology Services
PUC	Peterborough Utilities Commission
PUI	Peterborough Utilities Incorporated
PUSI	Peterborough Utilities Services Incorporated
RFEOI	Request for Expression of Interest
RFP	Request for Proposals
RFPQ	Request for Pre-Qualification
RFQ	Request for Quotes
RFT	Request for Tenders
RGI	Rent-Geared-to-Income
RMS	Records Management System
ROW	Right of Way
SAC	Student Administrative Council
SAMS	Social Assistance Management Systems
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
SDMT	Service Delivery Model Technology (replaced by SAMS)
SFA	South Fill Area (Landfill Site)
SFDNOW	Single Family Dwelling not on water
SHAIP	Social Housing Apartment Improvement Program
SHRA	Social Housing Reform Act 2000
SHRRP	Social Housing Renovation and Retrofit Program
SS	Sewer Surcharge
SSO	Source Separated Organics
SSRF	Sewer Surcharge Reserve Fund
STSCO	Student Transportation Services Central Ontario
SWM	Stormwater Management
TCA	Tangible Capital Asset
TDM	Transportation Demand Management
TMP	Transportation Master Plan

Part 5  
Glossary of Budget Terms and Acronyms

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<b>Abbreviation</b>	<b>Definition</b>
TS	Tax Supported
VBIA	Village Business Improvement Area
WCAG	Web Content Accessibility Guidelines
WMRF	Waste Management Reserve Fund
WSIB	Workplace Safety and Insurance Board
WWRF	Wastewater Reserve Fund (formerly Sewer Surcharge Reserve Fund)
WWTP	Wastewater Treatment Plant
YCW	Young Canada Works in Heritage Institutions (Canadian Museum Assoc.)
YES	Youth Emergency Shelter