

City of Cambridge

2024

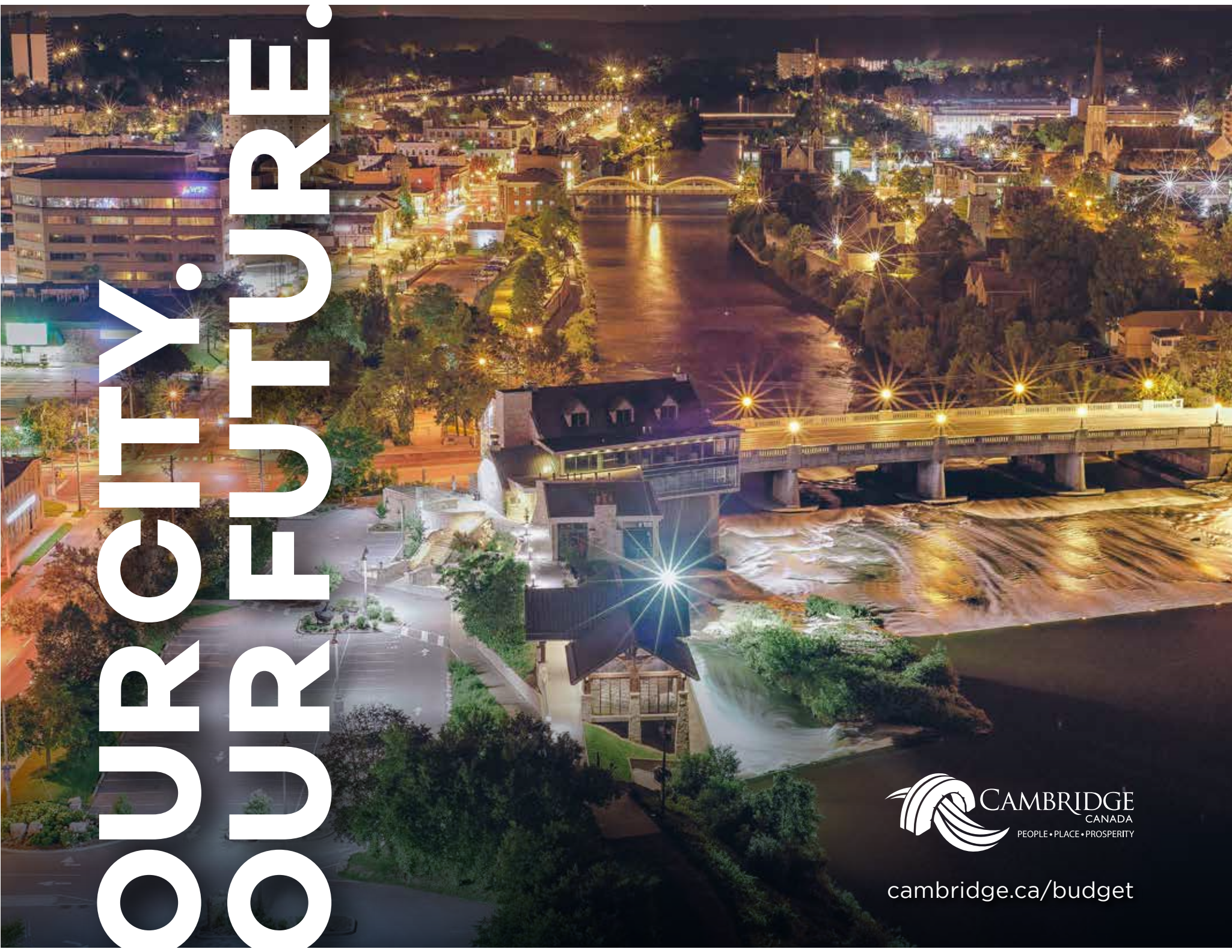
# DRAFT BUDGET & BUSINESS PLAN

OUR CITY. OUR FUTURE.



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City of Cambridge

# 2024

# DRAFT BUDGET & BUSINESS PLAN

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# Cambridge at a Glance

The City of Cambridge is situated upon the lands traditionally stewarded and cared for by the Neutral, Anishinaabe and Haudenosaunee Peoples. We extend our respect to all First Nations, Métis and Inuit peoples for their past and present contributions to this land and community.

The City of Cambridge was officially formed by the Province of Ontario on January 1, 1973. Made-up of the former communities of Galt, Preston, Hespeler and Blair, the history of this area dates to a far earlier period.

Today, Cambridge is a modern, inclusive city with a rich architectural heritage providing a window to that past. Economic diversity, natural beauty, and vibrant culture have helped to make Cambridge the second largest community within the fast-growing Waterloo Region.



## PROPERTY VALUES



The average household assessment value used to calculate property taxes sits at **\$333,200**.

## WORKFORCE



Cambridge continues to build a skilled and diverse workforce of **91,789** people.

## INDUSTRIAL BASE



**12,741** businesses, including **531** in manufacturing, from textile to science and technology firms.

## POPULATION



A 2022 year-end population of **144,810** within an estimated **52,480** households.

## INTERNATIONAL ACCESS



**50 minutes** to Toronto Pearson International Airport and just minutes to **Region of Waterloo International Airport**.

## LOGISTICS



Convenient access to **Highway 401** for access to major cities throughout Canada and the U.S.

# Cambridge City Council

## GET TO KNOW YOUR 2022-2026 ELECTED COUNCIL

The City of Cambridge is governed by an elected Council of nine members: the Mayor and eight Councillors who serve a four-year term.

The Mayor and Council are responsible for developing a long-range vision for the future of the community. Council establishes policies that affect the overall operation of the community and are responsive to residents' needs and wishes.

To ensure that these policies are carried out and that the entire community receives equitable service, Council appoints a City Manager who is directly responsible for the City's administration.



**JAN LIGGETT**  
MAYOR



**HELEN SHWERY**  
WARD 1 COUNCILLOR



**MIKE DEVINE**  
WARD 2 COUNCILLOR



**COREY KIMPSON**  
WARD 3 COUNCILLOR



**ROSS EARNSHAW**  
WARD 4 COUNCILLOR



**SHERI ROBERTS**  
WARD 5 COUNCILLOR



**ADAM COOPER**  
WARD 6 COUNCILLOR



**SCOTT HAMILTON**  
WARD 7 COUNCILLOR



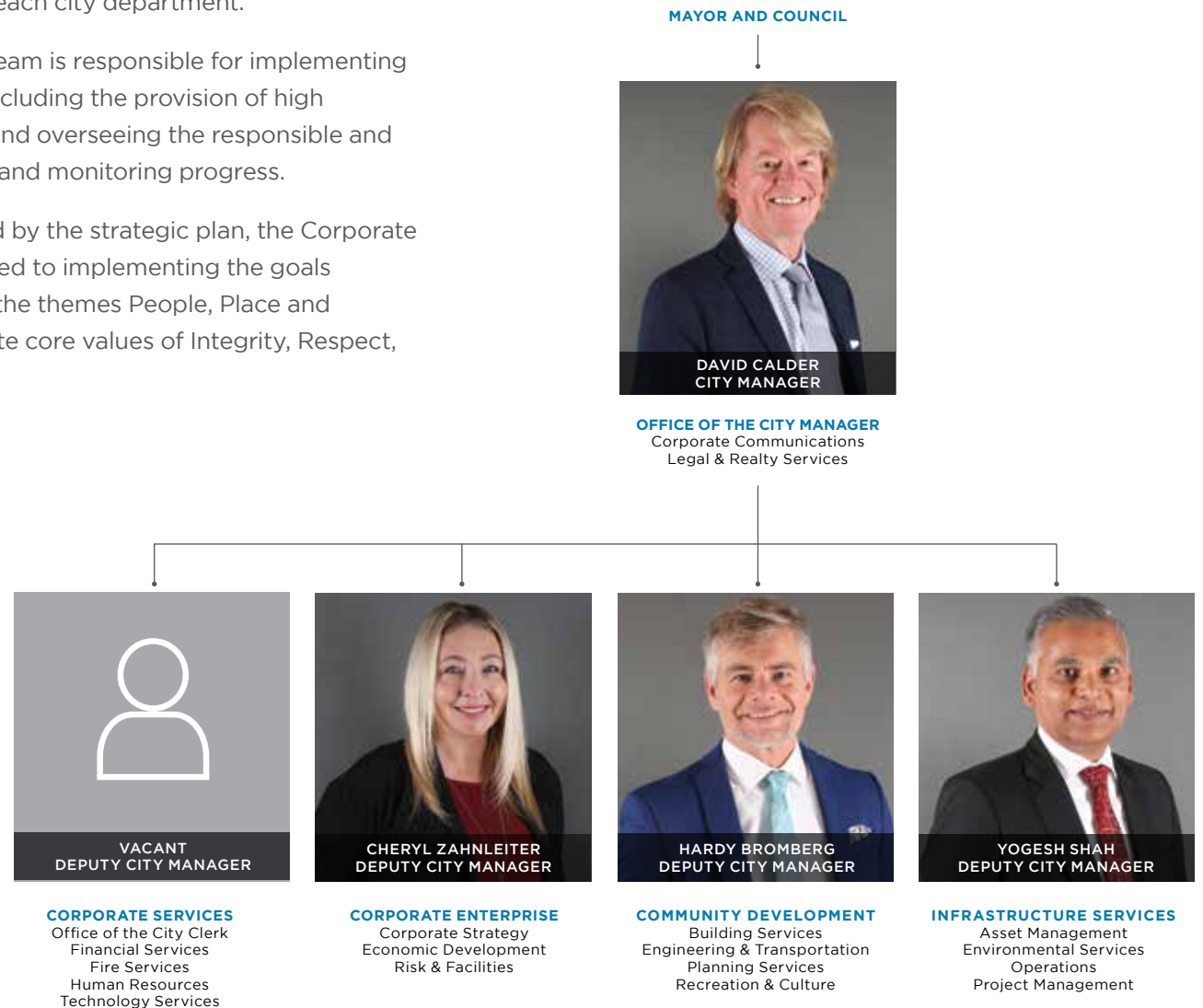
**NICHOLAS ERMETA**  
WARD 8 COUNCILLOR

# City Administrative Structure

The Corporate Leadership Executive Team is led by the City Manager and includes the Deputy City Managers of each city department.

The Corporate Leadership Executive Team is responsible for implementing the direction set out by City Council, including the provision of high quality, community-focused services, and overseeing the responsible and sustainable management of resources and monitoring progress.

In recognition of the direction provided by the strategic plan, the Corporate Leadership Executive Team is committed to implementing the goals and objectives outlined under each of the themes People, Place and Prosperity based on the City’s corporate core values of Integrity, Respect, Inclusiveness and Service.



## Message from the Mayor

As we celebrate our first year in this term of Council, I am extremely proud of the hard work and unwavering advocacy of my fellow councillors, our City Manager David Calder and all of our staff.

While this has been a tough year and I know that economic recovery is top of mind for everyone, I feel great optimism and confidence about the future of Cambridge.

When the 2024 budget process began in May, Council directed staff to prepare a budget consistent with the rates forecasted through the approved 2023 budget of 6.4 per cent. Staff have worked hard, balancing costs and service levels while preparing this budget enclosed with an overall increase of 5.76 per cent, below the target approved by Council.

Connecting the dots for city building efforts - investing today in infrastructure, programming, services to support the city's growth, preventative actions, future generations - the cost of building cities - similar to your home; what happens long term when you ignore the maintenance you should do today.

I am confident that this budget balances the needs for today while keeping an eye on the future.

**Jan Liggett**  
Mayor



# Message from the City Manager

Economic recovery continues to be top of mind for cities across the country. As high rates of inflation continue to impact households and cities alike, I am proud of the efforts of our staff in finding efficiencies that allowed us to deliver a budget that minimizes the impact on residents, while ensuring the City could maintain high-quality services and contribute to key investments that will benefit our community for years to come.

I am pleased to present the 2024 tax-supported Operating Budget that includes a 5.76 per cent tax increase for the City portion of the tax bill. This increase represents approximately \$90 per year for the average household. That means that for an increase of \$7.50 per month, residents can continue to receive the programs and services they rely on every single day, while also contributing to key strategic investments including \$168 million towards rehabilitation and renewal of our existing assets as well as building new assets to support future growth of the city.

In support of our commitment to fiscal sustainability and transparency, this document outlines how the 2024 budget and business plan aligns with the City's strategic plan – Cambridge Connected. In September, Cambridge City Council approved the strategic priorities for the Plan, which will set the strategic direction

for us as an organization and ensure we can work together in a connected, collaborative way with our regional and community partners. I encourage you to familiarize yourself with the Plan as it is a reflection of the priorities of the people who live, work, play and learn in Cambridge. It also connects the community's vision and goals with the corporate mission, values and actions of the City, while helping demonstrate value as we direct your tax dollars to community priorities, all while allowing us to measure our progress.

I am confident that as a City, we have the vision and plans to support continued prosperity in Cambridge in the years ahead. Together with our Mayor and Council, we will prioritize sustainability, leadership, collaboration, transparency, and engagement as we deliver service excellence and promote pride of place.

**David Calder**  
City Manager

# Message from the Chief Financial Officer

I am pleased to present the 2024 Budget and Business Plan for the City of Cambridge. This Budget has been prepared based on Council direction through the 2024 Budget and Business Plan Timeline and Guidelines report to Council in May 2023. It's important to note that it is also guided by community input through ongoing engagement with the public on priorities throughout the year.

The Budget includes three components: the **tax-supported operating budget**; the **water utility budget**; and the **capital budget**. Based on community feedback, we have broken down the numbers to include a summary of the operating budget, your water utility bill, and the capital investment plan in a way that makes it easier for residents to understand.

Your property taxes are used to support local municipal services provided by the City, regional services provided by the Region of Waterloo, as well as an education portion for local school boards. Only 36 per cent of your property taxes are used for City operations. We use property tax dollars to provide a wide range of programs and services to ensure a high quality of life for our residents. We have provided a breakdown of who delivers which service at the regional and local levels to show you how your tax dollars are used to deliver all the city services you depend on.

The 2024 tax-supported Operating Budget represents an increase of 5.76 per cent, which represents an increase of 2.07% for the City's portion of the overall tax bill or approximately \$90 per year for the

average household. The budget increase is lower than the original projection of 6.4 per cent as staff worked hard to find efficiencies wherever possible, recognizing the impact that high rates of inflation continue to have on households. This means that, for \$7.50 per month, this budget maintains existing service levels and allows the City to contribute to key investments aimed at sustaining our assets today and preparing for future growth.

Our Budget is guided by the City's Strategic Plan – Cambridge Connected. This year, Council endorsed the strategic priorities for 2024 – 2026, which will guide our financial direction over the next three years. The Plan demonstrates how we are meeting our goals according to seven themes: Community Wellbeing; Governance and Leadership; Arts, Culture, Heritage and Architecture; Environment and Rivers; Economic Development and Tourism; Parks and Recreation; and Transportation and Infrastructure.

I would like to take this opportunity to thank our residents who participated in this process and our staff who helped prepare this year's budget.

**Sheryl Ayres,**  
Chief Financial Officer

# Budget Public Engagement

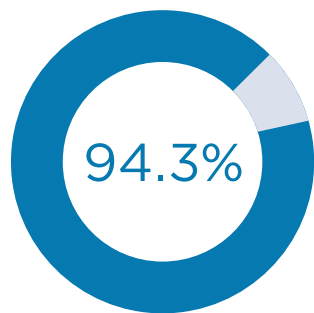
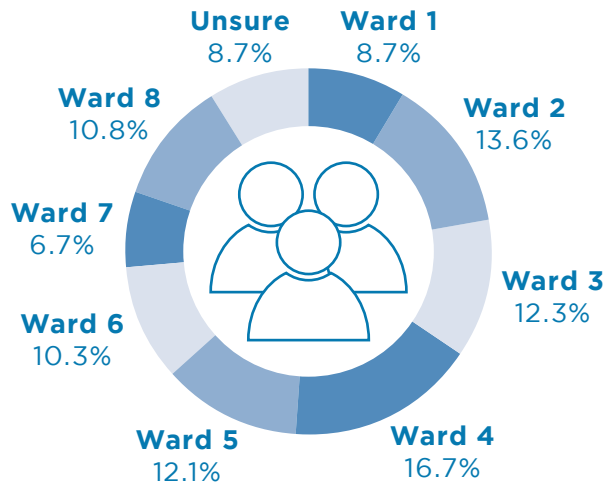
Each year, the City releases a community survey to gather feedback about the budget process and community priorities for spending. Staff carefully considered the thoughts and opinions expressed, and used them to inform the 2024 budget preparation.

The 2024 budget survey was available on EngageCambridge.ca from June through July of 2023. A total of 402 residents participated in the survey – which represents a 202% increase in participation compared to 2021. Full survey results were presented to Council in staff report 23-002(CRS) on September 29, 2023.



# Highlights of the Survey Results

Our survey connected with residents from all Wards within the City.

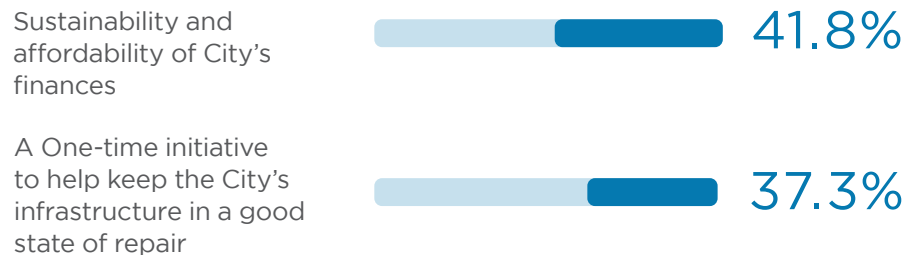


## Setting Aside Funds

Nearly all respondents indicated that it is Important or Somewhat Important that the City set aside funds to replace infrastructure such as roads, bridges, facilities to ensure existing levels of service can be provided in future years.

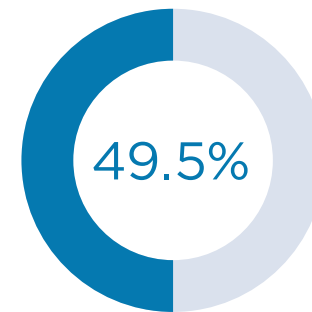
## In the event of a surplus

Most respondents indicated that excess funding should be spent on sustainability and affordability of City's finances (e.g., Reducing Debt, save for a rainy day) or a one-time initiative to help keep the City's infrastructure in a good state of repair.



## Recreational Programming Fees

Most respondents Strongly Agree or Somewhat Agree that existing taxpayers should provide subsidy to support lower recreational programming fees.



## Budget Knowledge

Most respondents feel that they Somewhat understand how tax dollars are being used within the City budget.



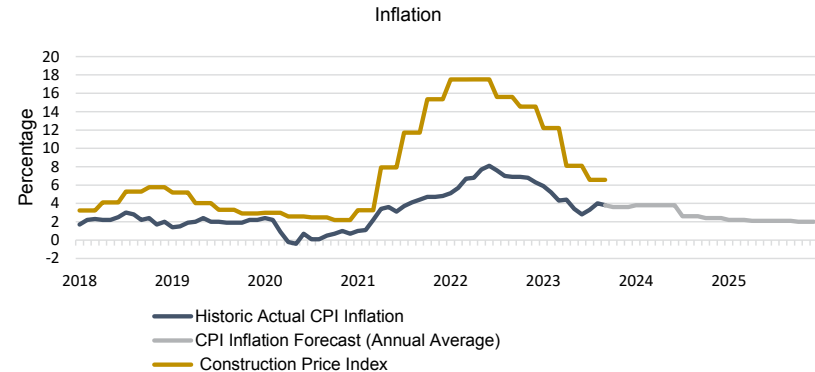
# Economic Update

According to the Bank of Canada’s Monetary Policy Report from October 2023, with higher policy interest rates inflation is gradually declining, although slower than expected. Global economic growth is slowing, demand is decreasing, and supply is increasing. While inflation continues to trend in the right direction, higher interest rates are putting additional pressure on consumers, household spending is decreasing and excess savings accumulated during the COVID-19 pandemic are depleting.

The Bank of Canada’s policy interest rate is expected to remain high at 5 per cent until the latter half of 2024, at the earliest. With increased monetary pressures, the Bank of Canada forecasts inflation to continue a gradual decline from peaks as high as 8.1 per cent in 2022. Higher interest policy rates have led to decreased inflation in recent months, although progress towards the Bank of Canada’s inflationary benchmark of 2 per cent has been slower than initially expected. Economic forecasts from banks and public sector agencies have moved expectations to reach the 2 per cent target back to the end of 2025. Currently, inflation remains high at 3.8 per cent, as reported by the Consumer Price Index (CPI), September 2023 a report released by Statistics Canada.

The City’s capital program is more influenced by the Construction Price Index as opposed to the CPI inflation rate. While the Construction Price Index has historically been a more volatile index, as of September 2023 the Toronto Non-Residential Building Price index was 6.6 per cent, a notable decrease from September 2022

at 15.6 per cent. Although the Construction Price Index has declined from its elevated levels during 2021 and 2022, as of September 2023 the Construction Price Index continues to be significantly higher than the CPI inflation rate of 3.8 per cent and the Bank of Canada’s policy inflationary target of 2 per cent. Note that there are not readily available and accessible published forecasts for the Construction Price Index in Canada.



\*Sources: Statistics Canada. Table 18-10-0004-01 Consumer Price Index, monthly, not seasonally adjusted; and Bank of Canada Monetary Policy Report October 2023; and Statistics Canada. Table 18-10-0276-01 Building construction price indexes, by type of building and division.

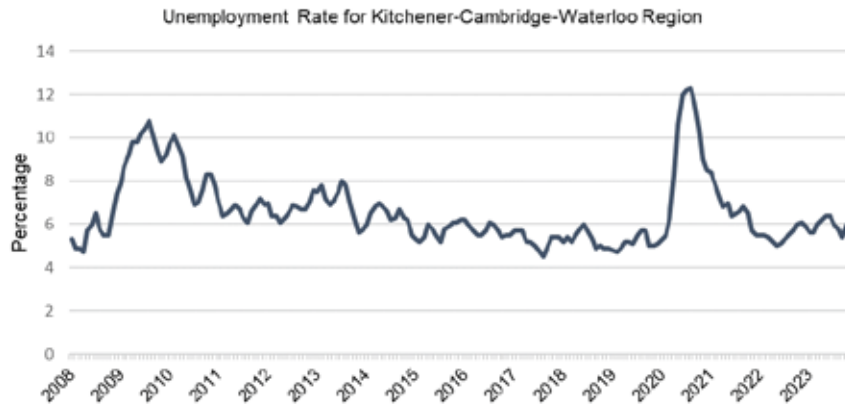
City of Cambridge 2024 Draft Budget and Business Plan/Economic Update

Although both the CPI and Construction Price Index have declined over the past year, rates of inflation remain high compared to historical trends. The high inflation environment continues to place substantial pressure on the City’s budgets. Each year the City prepares a ten-year capital forecast, and project expenses are updated based on the forecasted rate of inflation. However, in recent history, this has led to increased project costs while most of the funding levels have remained consistent from the previous forecast. This imbalance between expenses and revenues is causing increased levels of debt to be projected and an increased number of projects in the City’s capital budget to become unfunded.

Similarly, the Operating Budget and Water Utility Budget continue to be impacted by higher rates of inflation, with CPI inflation forecasted to end the year at 3.3 per cent in 2023 and 2.5 per cent in 2024. Recognizing the pressures that inflation has on household budgets with rising cost of groceries, gas, and utilities, staff and management have worked to find efficiencies wherever possible to minimize the impact of the City’s budgets on local residents and businesses.

With policy interest rates being increased within the past year to its current rate of 5 per cent to assist in bringing down inflation, it has also had the effect of slowing economic growth in Canada. According to the Bank of Canada, economic growth is forecast to slow from 1.2 per cent in 2023 to just under 1 per cent in 2024. In the second quarter Gross Domestic Product (GDP) report, the GDP was nearly unchanged after rising 0.6 per cent in the first quarter. Per Statistics Canada, the primary factors that are causing a decline on the economy’s production currently are increased interest rates, and inflationary pressures.

Canada is approaching a balanced economy, after a long period of demand outweighing supplies. In the October 2023 Labour Force Survey, the unemployment rate was 5.7 per cent in Canada, which marks the fourth monthly increase in the past six months. Since April 2023, the unemployment rate has increased by 0.7 percentage points. In October, the unemployment rate for the metropolitan region of Kitchener, including Cambridge, was 6.0 per cent, slightly above the national average. Employment has been softening in certain sectors that are sensitive to interest rates. In Canada there is a widespread shortage of skilled workers. Consistent with the shortage of skilled workers, there is a tight labour market and wages are elevated. As excess demand eases it is expected that business growth behaviour and wage growth should moderate.



\*Source: Statistics Canada. Table 14-10-0020-01 Unemployment rate, participation rate and employment rate by educational attainment, annual; and Statistics Canada. Table 14-10-0354-01 Regional unemployment rates used by the Employment Insurance program, three-month moving average, seasonally adjusted.

# Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge  
Ontario**

For the Fiscal Year Beginning

**January 01, 2023**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Cambridge, Ontario, for its Annual Budget for the fiscal year beginning January 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Who Does What?

## UNDERSTANDING MUNICIPAL VS. REGIONAL SERVICES

In addition to federal and provincial services, Cambridge residents and businesses receive services from two levels of local government: The City of Cambridge and the Region of Waterloo. Below is an outline of the general services provided by the city and regional levels of government.

REGION OF WATERLOO	
	<b>PUBLIC HEALTH AND SOCIAL SERVICES:</b> Harm reduction and affordable housing.
	<b>REGIONAL POLICE AND EMERGENCY RESPONSE:</b> Paramedic and policing services.
	<b>REGIONAL PLANNING:</b> Environmental and economic development.
	<b>WASTE MANAGEMENT AND WATER TREATMENT:</b> Water collection services, water treatment and wastewater management.
	<b>REGIONAL TRANSPORTATION:</b> Waterloo Region International Airport, Grand River Transit, ION and regional roads.

CITY OF CAMBRIDGE	
	<b>COMMUNITY WELLBEING:</b> Accessibility and diversity services, Ambassador Program, animal control, bylaw enforcement, city-wide emergency planning, crossing guards, fire services, libraries, older adult services, youth programs.
	<b>GOVERNANCE AND LEADERSHIP:</b> Corporate administration, corporate finance, risk management, Service Cambridge, technology services.
	<b>ARTS, CULTURE, HERITAGE AND ARCHITECTURE:</b> Arts and culture programs, art centres, heritage conservation, policy planning, special events.
	<b>ENVIRONMENT AND RIVERS:</b> Environmental planning, forestry and horticulture services, natural areas, parks, trail maintenance.
	<b>PARKS AND RECREATION:</b> Aquatics, arenas, bike and skate parks, Cambridge Farmers' Market, cemeteries, community centres, day camps, playgrounds, pools, recreation programs, splash pads, sports fields.
	<b>ECONOMIC DEVELOPMENT AND TOURISM:</b> Building permits and inspections, business attraction and retention, business licensing, employment land development, planning for future City growth, tourism promotion, visitor information.
	<b>TRANSPORTATION AND INFRASTRUCTURE:</b> Asset management, engineering services, facilities management, parking management, roads and winter maintenance, sidewalk maintenance, storm water, street lighting, traffic management, transportation, water and wastewater.

# Budget At A Glance

TAX-SUPPORTED OPERATING	WATER UTILITY	CAPITAL INVESTMENT PLAN
<p><b>5.76%</b> 2024 tax levy increase</p> <p><b>\$90</b> Increase per average household</p> <hr/> <p><b>\$1,650</b> Total city taxes per average household</p>	<p><b>4.21%</b> 2024 water utility increase</p> <p><b>\$46</b> Increase per average household</p> <hr/> <p><b>\$1,137</b> Average total per household</p>	<p>2024 capital budget includes</p> <p><b>\$168 MILLION</b></p> <p>of capital investments</p> <p>The capital budget covers maintenance of existing city assets and the building of new assets.</p>

The 2024 budget has been prepared based on Council direction through the 2024 Budget and Business Plan Timeline and Guidelines report to Council in May 2023. The budget includes three components: the tax-supported operating budget; the water utility budget; and the capital budget.

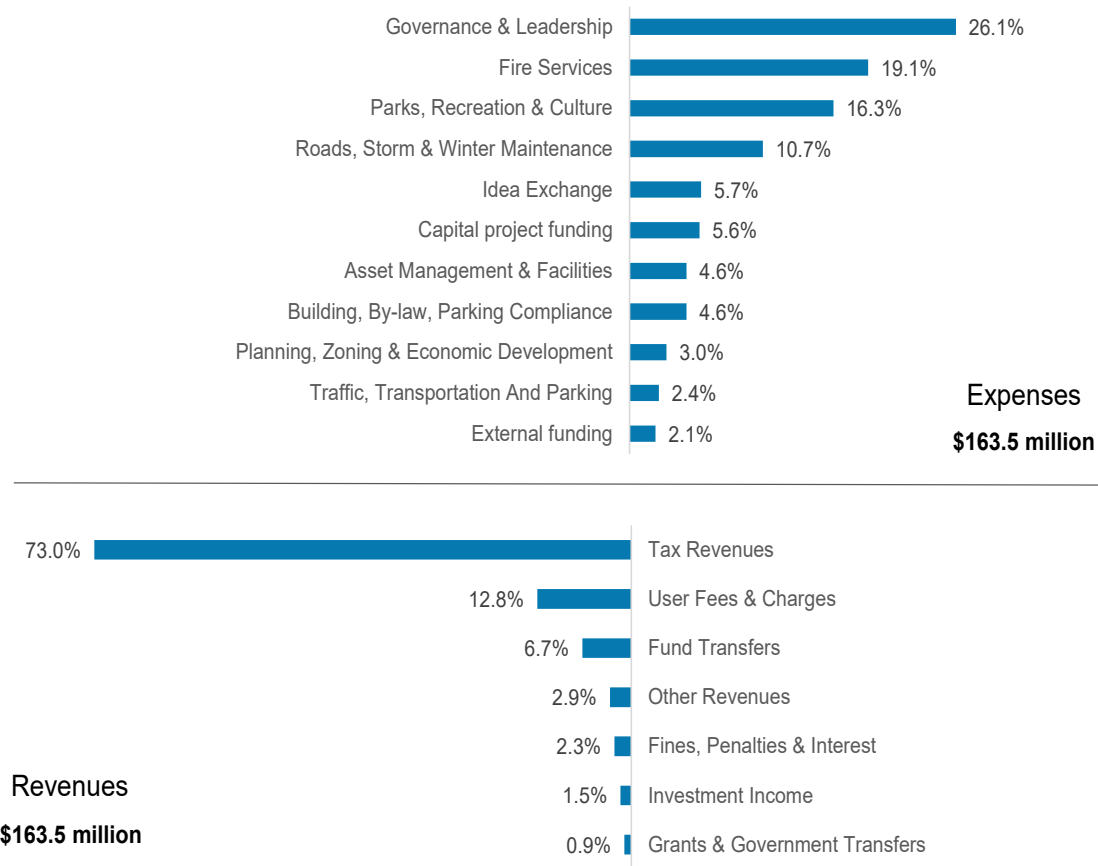
## TAX-SUPPORTED OPERATING BUDGET

The tax-supported Operating Budget covers the daily costs of running city services, excluding water and sewer services. The **2024 Operating Budget** includes total gross expenditures of **\$163.5 million**, an increase of \$13.4 million over 2023, and a proposed tax levy increase of 5.76 per cent. This equates to an annual increase of \$90 for the average household with a property assessment value of \$333,200 or \$27 per \$100,000 of residential assessment value.

City of Cambridge 2024 Draft Budget and Business Plan/Budget At A Glance

The **2024 Operating Budget** includes total gross expenditures of **\$163.5 million**.

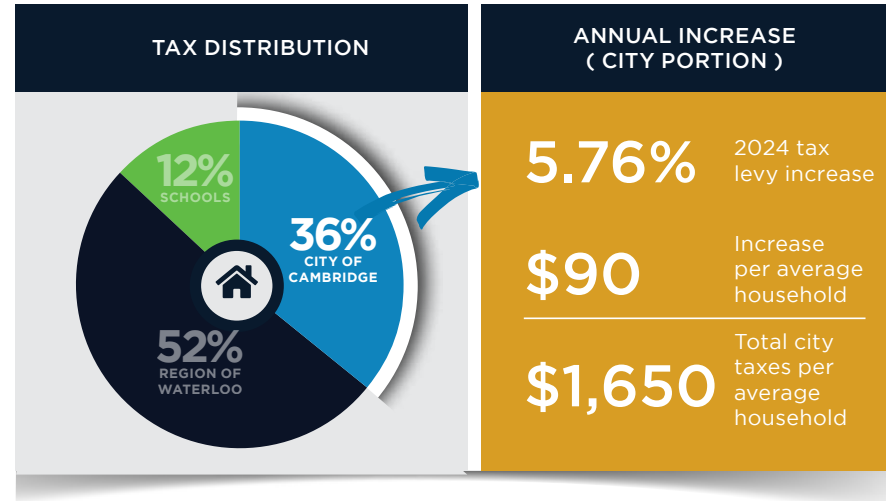
Under the Municipal Act, 2001, the City is required to prepare a balanced budget where revenues equal expenses.



City of Cambridge 2024 Draft Budget and Business Plan/Budget At A Glance

The City’s portion of the tax bill is 36 per cent with the Region of Waterloo and local school board portions making up the remainder. When the potential tax levy increases for the Region of Waterloo and School Boards are included, the **combined overall tax increase is \$307 or 7.01 per cent** for the average household.

The property tax increase talked about in the news or in the municipal budgets is only for the City’s or the Region’s specific share of the property tax bill. The overall impact on total property taxes ends up being prorated. Since the City only makes up 36 per cent of the property tax bill, that means a 5.76 per cent increase in the City’s taxes works out to  $5.76\% \times 36\% = 2.07\%$  increase on the overall average tax bill (figures may not add due to rounding).



IMPACT ON TOTAL TAX BILL (BASED ON AVERAGE ASSESSMENT OF \$333,200)

SHARE OF TAX BILL		2023 TAX BILL	2024 INCREASE	2024 TAX BILL	IMPACT ON TOTAL TAX BILL \$	IMPACT ON TOTAL TAX BILL %
City	36%	\$1,560	5.76%	\$1,650	\$90	2.07%
Region*	52%	\$2,286	9.50%	\$2,503	\$217	4.94%
School Boards**	12%	\$510	0.00%	\$510	\$0	0.00%
<b>Total</b>	<b>100%</b>	<b>\$4,356</b>	<b>7.01%</b>	<b>\$4,663</b>	<b>\$307</b>	<b>7.01%</b>

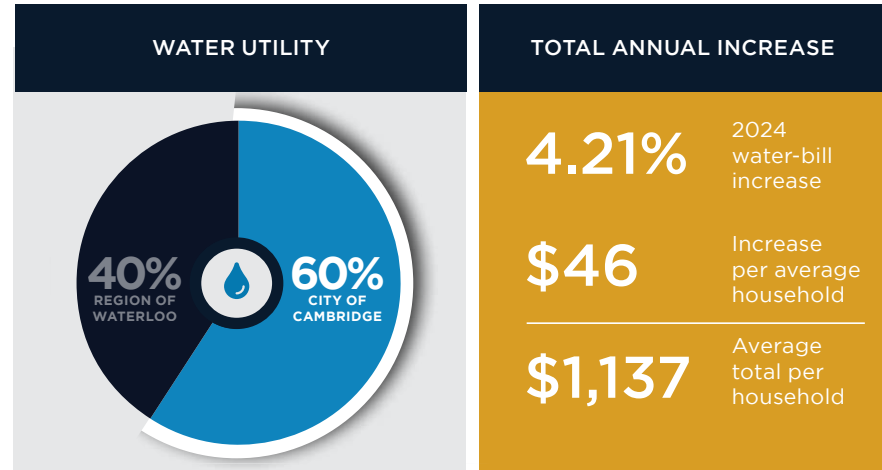
\* Region’s current estimates and modelling suggest an overall tax increase in the range of 9% to 10% as per staff report COR-CFN-22-026 to Budget Committee on June 6, 2023.

\*\* Consistent with recent experience, the 2024 education rate is presented in alignment with the prescribed rate currently outlined in O.Reg. 400/98 and is subject to change through the approval of final 2024 rates by the Province.

### WATER UTILITY BUDGET

The water utility budget determines the City’s water and wastewater rates, paid on Cambridge water bills. The 2024 water utility budget includes gross expenditures of \$80.4 million, an increase of \$3.8 million over 2023. For the 2024 budget, the average annual household water utility bill is \$1,137 based on an average consumption of 170 cubic meters. This represents an annual increase of \$46 or 4.21 per cent. Of this, \$22 or 1.99 per cent is for the treatment of water and sewer by the Region of Waterloo, the cost of which is passed down to the City’s water bill. The remaining \$24 or 2.23 per cent of the increase is the result of continued investment in the city’s water and sewer networks, working towards sustainability of the city’s core infrastructure.

Estimated water consumption has been updated for the 2024 budget to 170 cubic meters which results in an average household utility bill of \$1,137. In 2023 the average household water consumption was estimated to be 204 cubic meters with an average utility bill of \$1,266 per household. For comparison purposes, the average utility bill in 2023 based on 170 cubic meters would be \$1,091.



City of Cambridge 2024 Draft Budget and Business Plan/Budget At A Glance

**CAPITAL BUDGET**

The 2024 Capital Budget includes **\$168 million of capital investment** towards rehabilitation and renewal of existing assets as well as building new assets to support future growth of the city. These investments are allocated across the services the City provides as well as strategic actions included in the City’s strategic plan.



CAPITAL INVESTMENT	MILLIONS
Recreation - Growth	<b>\$83.48</b>
Linear Infrastructure - Renewal	<b>\$24.38</b>
Recreation - Non-Growth	<b>\$22.57</b>
Linear Infrastructure - Growth	<b>\$18.36</b>
Fleet & Equipment	<b>\$4.24</b>
Technology Services	<b>\$3.43</b>
Other Core Infrastructure	<b>\$2.33</b>
Public Safety	<b>\$1.84</b>
Idea Exchange	<b>\$1.71</b>
Community Planning	<b>\$1.58</b>
Heritage	<b>\$1.30</b>
Corporate Facilities	<b>\$1.07</b>
Storm Water Management	<b>\$0.96</b>
Cemeteries	<b>\$0.43</b>

### TOTAL HOUSEHOLD IMPACT

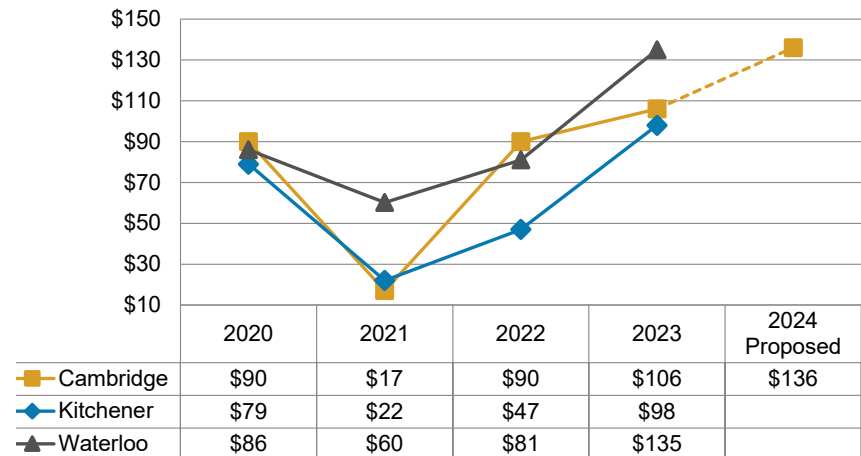
The City's 2024 budget has a **combined annual impact** for the average household of \$136 based on an average residential assessment value of \$333,200 and estimated annual water consumption of 170 cubic meters.

The overall increase for the City of Cambridge has traditionally been in line with increases in the City of Kitchener and Waterloo. This is based on annual water consumption of 170 cubic meters and the respective average residential assessment for each city for that year, and includes separate stormwater user rates for Kitchener and Waterloo\*.

\*The City of Cambridge is currently working on a project to implement a stormwater user rate for the 2025 budget.

### 2024 AVERAGE HOUSEHOLD IMPACT COMPARISON

	AVERAGE HOUSEHOLD IMPACT	RATE IMPACT %
City portion of tax bill	<b>\$90</b>	<b>5.76%</b>
Water bill - City portion	\$24	2.23%
Water bill - Region portion	\$22	1.99%
Total water bill Impact	<b>\$46</b>	<b>4.22%</b>
<b>Total annual increase per household</b>	<b>\$136</b>	



City of Cambridge 2024 Draft Budget and Business Plan/Budget At A Glance

The average property taxes and water utility bills remain competitive within the Region of Waterloo and the province, as shown in the table below. This is in comparison to similar types of property across the municipalities, as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study\*.

In addition to property taxes and water utility rates, the cities of Kitchener and Waterloo also include a separate storm utility charge, not shown in the table below, which further demonstrates Cambridge’s overall affordability of municipal taxes and fees.

MUNICIPALITY	2022 EST. AVG. HOUSEHOLD INCOME	2022 AVERAGE RESIDENTIAL TAXES	2022 PROPERTY TAXES AS A % OF HOUSEHOLD INCOME	2022 AVERAGE RESIDENTIAL WATER BILL (200M3)	2022 WATER BILL AS % OF HOUSEHOLD INCOME
Cambridge	\$103,508	\$4,134	4.0%	\$1,199	1.2%
Waterloo	\$115,787	\$4,459	3.9%	\$968	0.8%
Kitchener	\$96,985	\$3,754	3.9%	\$1,149	1.2%
<b>Average of all Ontario Municipalities</b>	<b>\$110,000</b>	<b>\$4,190</b>	<b>3.9%</b>	<b>\$1,223</b>	<b>1.1%</b>
<b>Median of all Ontario Municipalities</b>	<b>\$103,889</b>	<b>\$4,031</b>	<b>3.9%</b>	<b>\$1,150</b>	<b>1.1%</b>

\*Source: BMA Management Consulting Inc. 2022 Municipal Study; 2023 study results have not yet been published.

# How Are Property Taxes Used?

Property taxes are used to support local municipal services provided by the City, as well as regional services provided by the Region of Waterloo and an education portion for local school boards. Only 36 per cent of residential property tax bills are used for City operations. Property tax dollars are invested in the community to provide a wide range of programs and services to ensure a high quality of life for residents.



Total City Portion of Taxes: **\$1,650**

# The Budget Process

The City uses community feedback and priorities to inform the creation of its annual budget. When the 2024 budget process began in May, Council directed staff to prepare a budget consistent with the rates forecasted through the approved 2023 budget of 6.40 per cent. At the time, the Bank of Canada was forecasting a 3.5 per cent rate of inflation based on its April 2023 Monetary Policy Report. The rate of inflation has been confirmed by the Bank of Canada in the October 2023 Monetary Policy Report to stay around 3.5 per cent until the middle of 2024 before returning to its target of 2 per cent in 2025.

Direction was also given to prepare a water utility budget consistent with the rates forecasted through the approved 2023 budget and in accordance with the long-range financial plan which forecasted revenue increase targets of 3.9 per cent annually.

MAY 2023	JUNE-JUL 2023	JUL-SEPT 2023	SEPT-NOV 2023	DEC 2023	FEB 2024	FEB 2024
Direction	Survey	Preparation	Internal Staff Review	Presentation	Public Delegation	Council
Budget direction is received from Council.	The budget survey is made available online to gather public opinion on what matters most in the upcoming year.  Results were shared with staff for use in preparing the 2024 Budget and with Council.	The budget is prepared taking into consideration both community feedback and direction from City Council.	The budget is reviewed by senior management. The Corporate Leadership Executive Team ensures the budget aligns with the strategic plan and Council direction.	The draft budget and business plan is formally presented to Council, providing an overview of key initiatives and investments.	Public delegation ensures the community has the opportunity to have their voices heard by Council.	After taking into consideration feedback gathered, the draft budget is reviewed by Council and alterations are made where necessary.

# Strategic Plan



The City has been hard at work, developing the **2024-2026 Strategic Plan**. In September 2023, Council approved the key components of the plan, which have informed the development

of the 2024 Budget and Business Plan. Once implemented, this community-focused plan will provide a foundation for decision-making, priority setting and ongoing performance management in order to deliver high quality public service to our community.

## OUR COMMITMENT TO PUBLIC VALUE

We will emphasize the importance of **sustainability, leadership, collaboration, transparency and engagement** as we deliver service excellence and promote pride of place.

In accordance with our commitment to fiscal sustainability and transparency as we pursue service excellence, the following pages outline how the budget and business plan aligns with the City's strategic plan.

## WHAT DOES THE PLAN DO?

- Reflects the priorities of the people who live, work, play and learn in Cambridge
- Connects the community's vision and goals with the corporate mission, values and actions of the City
- Helps direct tax dollars to community priorities
- Allows the community to measure progress



## OUR GOALS

**People:** Foster a community with heart, where everyone belongs and is cared for equitably

**Place:** Embrace and celebrate our city's unique character while enhancing the spaces where people connect

**Prosperity:** Build a vibrant and resilient city where current and future generations will live well

## MORE INFORMATION

For more information on the City's strategic plan, please visit [www.cambridge.ca/strategicplan](http://www.cambridge.ca/strategicplan).

## OUR STRATEGIC PLAN IN ACTION

The community priorities reflected in the strategic actions help to inform the projects and initiatives that make up the department business plans. Cambridge Connected includes thirteen strategic actions, which the City either leads or collaborates with others to achieve.

The following pages highlight key initiatives included in the 2024 Budget and Business Plans. Further details on these initiatives are outlined in the Business Plan section on pages page 115 to page 212.

<p><b>CREATE AND ACTIVATE SPACES THAT OFFER THINGS FOR PEOPLE TO DO</b></p>	<p><b>PROVIDE AGE-FRIENDLY SERVICES THAT ARE ACCESSIBLE TO ALL</b></p>
<p>To increase satisfaction, participation and enjoyment of the programs, events and facilities available in Cambridge.</p>	<p>To enable all residents to participate in civic life and increase service area satisfaction and participation rates.</p>
<p><b>Recreation Complex Design and Construction</b> Detailed design of the Recreation Complex is underway and construction will begin summer 2024. The Recreation Complex will consist of a triple gymnasium, a ten lane 25m swimming pool, a leisure pool, a fitness area and track, multi-purpose rooms, park amenities, and library.</p>	<p><b>Jumpstart Accessible Sports Amenity Design and Construction</b> The design and construction of an accessible multi sports court at Hespeler Optimist Park in partnership with the Canadian Tire Jumpstart program.</p>
<p><b>Preston Auditorium Expansion Construction</b> Construction of Preston Auditorium expansion.</p>	<p><b>Older Adult Strategy</b> Completing the Older Adult Strategy which will provide a roadmap for programming and space requirements for the older adult market segment.</p>
<p><b>Soper Park Outdoor Pool Design and Park Plan</b> Conceptualize and design of a new outdoor pool and park plan for the community in Soper Park.</p>	<p><b>Cricket Feasibility Study</b> Identify what spaces within Cambridge can support a growing demand for quality cricket fields and the associated costs to develop those spaces.</p>
<p><b>Arts and Culture Master Plan</b> Approval and development of work plan to support the Arts and Culture Master Plan. The plan will provide short and long term recommendations to both develop and enhance arts and culture services, facilities, programming, special event delivery and public art.</p>	<p><b>Community/Culture/Recreation Affiliation</b> Creating a formal relationship between the City and eligible organizations that acknowledges the importance of the organizations' services to the community and identifies how the City will support these efforts.</p>
	<p><b>HIGH FIVE Quality Assurance Program Re-accreditation</b> Commitment to ensuring that every child has a positive recreation experience by providing staff with HIGH FIVE training and performance evaluations, and implementing HIGH FIVE policies and procedures around service delivery.</p>

**ESTABLISH OUR CORE AREAS AS ATTRACTIVE DESTINATIONS**

To increase feelings of safety and enjoyment of core areas for residents, businesses and visitors and leverage the economic potential of these unique assets.

**Core Area Financial Incentives 2024**

Funding of downtown grants for 2024 community improvement plans. An annual \$1,000,000 draw from Core Area Transformation Fund reserve was previously approved by Council.

**Placemaking Study and Pilot Project**

Delivering a shared and creative space within downtown that makes the community proud and attracts people to the core.

**Cambridge Farmers Market Placemaking**

Placemaking initiatives at the Cambridge Farmers' market designed to enhance the space and increase the number of visitors to the market and core area.



**ENHANCE EQUITY AND INCLUSION EFFORTS**

To increase the number of people agreeing that Cambridge is an inclusive community and reduce the amount of people experiencing discrimination.

**Reconciliation Action Plan Region-wide**

Establish a roadmap to build relations with Indigenous partners and work collaboratively with Indigenous partners to further reconciliation.

**Community Engagement Framework**

Develop a framework for community engagement, and implement process with all staff.

**Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy**

The transition from a Diversity Action Plan to establishing an Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy.

**Equity Diversity Inclusion Accessibility (EDIA) Learning Framework**

Develop a corporate-wide training program on equity, diversity, inclusion, and accessibility concepts for staff.

**Diversity Inclusion Communications Strategy**

Create and implement a communication strategy for staff and community stakeholders, building awareness on relevant events, training, trends, and other useful and timely information.

LAY THE FOUNDATION FOR FUTURE COMMUNITY BUILDING

To plan and prepare Cambridge for future development and population growth, ensuring a strong shared vision for growth.

<p><b>Official Plan</b> Begin the background work for the City's review of our Official Plan outlining how and where the city will grow.</p>	<p><b>Multi-Year Budget</b> Adopt a multi-year budget planning approach. As a best practice standard for municipal finance this approach will result in better alignment of initiatives to the Strategic Plan as well as improved financial forecasting and estimation of property tax impacts.</p>
<p><b>Growth Management Study</b> Study to assess land development needs of greenfield, infilling and intensification.</p>	<p><b>Multi-Year Business Planning</b> Enhancing our planning process to identify initiatives and projects over multiple years. Aligning with our multi-year budget, this will allow the City to better anticipate longer-term financial needs and allocate resources accordingly to ensure we are fully delivering on our Strategic Plan.</p>
<p><b>North Cambridge Business Park Phase Two</b> Construction of the North Cambridge Business Park including the extension of Intermarket Road from Allendale to Middle Block Road and Boychuk Drive to King Street.</p>	<p><b>Asset Management Plan Phase Three</b> Update existing corporate asset management plan and expand scope of plan to meet phase three requirements Ontario Regulation 588/17 including the development of proposed level of service for all asset categories.</p>
<p><b>Operations Facility Master Plan</b> Review all City owned building and property used to support the operational activities across all departments. Prepare a strategy for current and future needs accommodating growth and intensification of service delivered.</p>	<p><b>Long Range Financial Plan</b> The development of a funding model to address the future asset replacement needs for the City and identify options for funding.</p>
<p><b>Cemeteries Master Plan</b> A long-term sustainability plan for Cambridge to address the current and future needs in cemeteries.</p>	<p><b>Development Charges Update</b> Preparation of a detailed development charges background study and bylaw update to ensure the City can adequately fund the growth related costs of infrastructure.</p>
<p><b>Business Intelligence (BI) Strategy Development and Enhancement</b> Develop and deliver a BI strategy and capabilities that provides a foundation for City's BI needs across all divisions and users. It will equip the City to find solutions for business needs in developing dashboards, reporting and key performance indicators.</p>	<p><b>Stormwater Management Funding Strategy Implementation</b> Implementation of a stormwater management funding strategy based on consultant recommendation - adopt a user fee approach to addressing revenue needs to cover current and future stormwater management costs.</p>
<p><b>Strategic Plan 2024-2026</b> Implementation of the 2024-2026 Strategic Plan. This Plan will guide decision making, priority setting and ongoing performance management to ensure we can continue to high-quality services to the community.</p>	<p><b>Stormwater Master Plan Update</b> Condition and capacity assessments, development of capital program, review and update of stormwater management policy, review and inclusion of low impact development measures, and incorporation of impacts of climate change.</p>

ENHANCE OPPORTUNITIES TO ENJOY BUILT AND NATURAL HERITAGE
To increase residents' ability to enjoy and access these assets, and to leverage these assets to attract tourism and new opportunities.
<p><b>Parks Master Plan</b> Develop a strategy approach to parks programs and services that tie investments/resources to community outcomes.</p>
<p><b>Black Bridge Road and Bridge Construction</b> Construction of a new Black Bridge over Speed River and renewal of Black Bridge Road from Baldwin Ave to Townline Road. Project includes upgrades to the existing heritage bridge structure and conversion to multi use trail.</p>
<p><b>Heritage Asset Condition</b> Phase two of condition assessment for heritage designated buildings and structures including the assessment of heritage features, exterior and interior building components, and HVAC/mechanical/electrical.</p>
<p><b>Heritage Conservation District Study (Hespeler)</b> A study of the cultural heritage resources and character of Hespeler making recommendation regarding their conservation fulfilling a recommendation of the Heritage Master Plan.</p>
<p><b>Heritage Building List Permit Review</b> Review properties listed on the Municipal Heritage Register to determine whether or not they should be removed from the list or designated under the Ontario Heritage Act (OHA).</p>
<p><b>Heritage Property Designations (OHA)</b> Designate 50 properties under the Ontario Heritage Act from Cambridge Municipal Heritage Register so that property elements that have cultural historic significance are protected from demolition or inappropriate alterations.</p>

ENCOURAGE SAFE AND HEALTHY NEIGHBOURHOODS
To increase feelings of safety and pride of place in neighbourhoods throughout Cambridge.
<p><b>Municipal Compliance Strategy Implementation</b> Implementation of the Municipal Compliance Strategy focusing on bylaw modernization, education and outreach, partnership and collaboration, technology, and workforce optimization.</p>
<p><b>Beverly Street Reconstruction and Pedestrian Underpass</b> Pedestrian underpass installation on Beverly Street to address pedestrian and cyclist safety concerns at the constrained CP rail overpass.</p>
<p><b>City-Wide Speed Signage Implementation</b> Implementation of new city-wide speed limit signage as a result of the 40km/h neighbourhood speed limit pilot project.</p>
<p><b>Old Mill Road Traffic Calming</b> Review and develop a traffic calming plan for Old Mill Road between Dickie Settlement Road and Blair Road.</p>
<p><b>Winter Sidewalk Services Study</b> A feasibility study to undertake winter maintenance of all remaining sidewalks within Cambridge led by consultants. Project deliverables include an estimate of staffing, equipment and the support needed to provide this service including equipment maintenance, supervision, technology, and space for staff.</p>
<p><b>Snow Removal Assistance Program</b> New program ensuring City residents who are both physically and financially unable to clear snow from their sidewalk and driveway apron, during winter, get the help they need. Partnership with Community Support Connections (CSC) to provide free snow removal services to 50 eligible residents between November 1 - April 30.</p>

**PREPARE FOR EMERGENCY PREVENTION AND RECOVERY**

To have robust plans in place and be able to respond in order to keep people safe in the event of emergencies.

**Fire Facilities Master Plan**

A Fire Facilities Master Plan is required for planning and prioritization of station maintenance, renovations, expansion and new construction.

**Full-scale Emergency Exercise 2025**

Planning for an emergency full-scale exercise to be implemented in 2025.

**Continuity of Operations Program**

Develop and implement continuity of operations policy, plans and training.

**TAKE ACTION TO COMBAT CLIMATE CHANGE**

To make a meaningful contribution to mitigate the effects of climate change and meet our commitments.

**Carbon Reduction Feasibility Study**

A comprehensive review of the opportunities to reduce GHG emissions within City-owned facilities to support regional target of reducing GHG emissions by 50 percent by 2030.

**Green Development Standards**

Begin a review of development standards and planning policies to address climate change and net zero legislation.

**PROMOTE AND DEVELOP MORE TRANSPORTATION OPTIONS**

To increase the availability of transit options and increase the number of people who are able to get around through various modes of transportation.

**Hespeler Transportation Assessment**

Transportation network assessment study to address and support growth and development in the Hespeler area.

**Active Transportation Dunbar Road Phase Two**

Constructing a multi-use trail along the south side of Dunbar Road (from Concession Road to Hespeler Road) including traffic calming elements, designated parking areas, and providing road crossing opportunities.

**Active Transportation Trail Connections**

Implement recommendations of the Cycling Master Plan continuing to expand the network including a 90m connection from Linear Trail, a 30m MUT connection on Bismark Dr, a 170m MUT from Churchill Park, and a 180m AAA facility along Beaverdale Road closing the gap along the Mill Run trail.



**ENABLE SMALL BUSINESS TO SUCCEED**

To maintain and recover a healthy business environment and secure employment opportunities.

**Economic Development Review and Action Plan Implementation**  
Completion and implementation of Economic Development Review and Action Plan setting strategy for the future.

**IMPROVE ACCESS TO SOCIAL SUPPORTS**

To improve quality of life and access to the services that people need.

**Activities for Less Subsidy Program**  
Review of activities for less financial subsidy program.

**Ontario 211 Social Services Mapping**  
Online mapping application connecting residents with up-to-date local social and community supports.



**INCREASE HOUSING OPTIONS**

To identify ways that the City can diversify housing types and make Cambridge a more affordable place to live.

**Housing Affordability Study**  
Review of housing need and policy development to support Official Plan, provincial priority, and implementation of housing project priorities.

**Additional Residential Unit Assistance Program (ARUs)**  
Encourage ARUs within the City's low density residential zones by creating a community improvement plan (CIP) which would allow financial incentives to be provided to qualifying property owners.

**Hespeler Road Corridor Community Improvement Plan (CIP)**  
Support medium density units (triplexes, townhouses, and low to mid-rise apartments) within proximity to the major transit station areas along the Hespeler Road corridor by creating a community improvement plan (CIP) to support financial incentives assisting in meeting housing pledge commitments.

**South East Galt, Main and Dundas Street Community Improvement Plan (CIP)**  
Assist additional density on targeted sites in exchange for parkland or cash-in-lieu of parkland to achieve subtle density increases within the South East Galt and Main Street and Dundas CIP area assisting in meeting housing pledge commitments.

**Core Area Transformation Fund Residential Units 2024**  
Incentive program includes funding for the creation/renovation of residential units in our core areas.

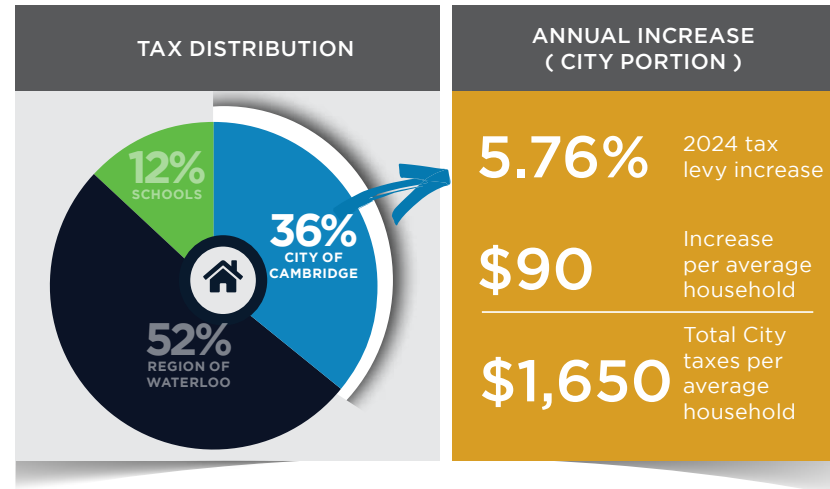
# Tax-Supported Operating Budget

## SUMMARY

The tax-supported Operating Budget covers the daily costs of running City services, excluding water and sewer services. In May of 2023, Council directed staff to prepare the 2024 Operating Budget with a target tax levy increase consistent with the levy increase forecast through the approved 2023 Budget of 6.4 per cent.

The 2024 Operating Budget includes a tax rate increase of 5.76 per cent, well below the Council approved guideline of 6.4 per cent. This equates to \$90 for the average household with an assessment value of \$333,200. For \$7.50 a month for the average household, the 2024 Operating Budget maintains all existing service levels during the continued higher inflation environment, while also providing valuable investments including:

- The expansion of the Cambridge Sports Park arena complex with the opening of two new ice pads;
- Continued investment in the growth and development of the City’s core areas through financing of waived development charges;
- Ensuring departments are staffed to address the increasing growth in the City with an aim to maintain service standards;
- Investment in economic development and downtown core housing development through the Tax Increment Grant program (TIG);



- Maintenance of additional parks and expanded recreation programming for children and youth;
- Fire training programs;
- Cemetery care and maintenance;
- Investments in technology; and
- Many other investments towards achieving the City’s strategic actions as outlined in the Strategic Plan section on pages 24 to 30.

City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

When building the budget, City staff identify the need to maintain existing service levels, commonly referred to as the base budget, and separately list items that have one-time impacts. The base budget equates to a tax rate increase of 4.25 per cent for the 2024 Budget.

The growth and development of the City will require \$1.67 million in investment in the 2024 budget, equating to an increase of 1.5 per cent in taxes. The revenue from growth and development typically takes 12 to 24 months following the completion of construction to fund itself. This results in an intervening period where the City’s taxes partially covers the cost of growth until the operating revenue and increased assessment become part of the City’s tax base.

Altogether the 2024 Operating Budget represents a tax levy increase of \$6.38 million or 5.76 per cent. This equates to an impact

of approximately \$90 for the average household with an assessment value of \$333,200, or \$7.50 per month.

A more detailed breakdown by department is included on the next two pages, and further details by division can be found in the Business Plans by Division section on pages 115 to 212, along with the more detailed budgets for the Downtown Business Improvement Areas in Appendix B.

The 2024 Budget and Business Plan includes “Business Cases” for Council consideration in addressing certain budget and operational challenges. These are found in Appendix J on pages 431 to 446. The two business cases for mobile security guards and dedicated capital infrastructure levy are not yet included in the budget and are presented for Council’s consideration.

BUDGET IMPACT	\$ AMOUNT	TAX LEVY IMPACT
Budget required to maintain existing service levels	\$4,712,350	4.25%
Net impact of growth to budget	1,669,956	1.51%
<b>2024 Budget Increase</b>	<b>\$6,382,306</b>	<b>5.76%</b>
<b>2024 Tax Levy</b>	<b>\$117,166,550</b>	

City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

CITY OF CAMBRIDGE

	2022 Actuals	2023 Forecast	2023 Budget Restated	2024 Base Budget	2024 Growth	2024 Operating Impacts from Capital	2024 One-Time	2024 Total Budget	% Over (Under) 2023
<b>Tax-Supported Operating Budget</b>									
Mayor and Council	\$1,154,413	\$1,323,300	\$1,323,300	\$1,365,000			-\$10,000	\$1,355,000	2.40%
Office of the City Manager	\$3,078,141	\$3,605,400	\$3,217,900	\$3,644,800			-\$1,000	\$3,643,800	13.24%
Corporate Services	\$48,057,024	\$51,818,900	\$51,169,400	\$53,742,000	\$157,400	\$720,700	\$326,900	\$54,947,000	7.38%
Corporate Enterprise	\$6,988,643	\$8,480,900	\$8,419,800	\$7,521,200			\$994,200	\$8,515,400	1.14%
Community Development	\$20,178,147	\$21,197,242	\$19,703,100	\$20,435,700	\$1,176,800	\$1,000	\$51,500	\$21,665,000	9.96%
Infrastructure Services	\$27,529,882	\$33,442,189	\$33,444,400	\$35,272,500	\$1,297,200	\$804,400	-\$4,400	\$37,369,700	11.74%
Corporate Expenditures	\$32,944,952	\$20,801,700	\$23,969,900	\$25,079,300	\$548,600	\$993,400		\$26,621,300	11.06%
Idea Exchange	\$7,901,168	\$8,827,200	\$8,827,200	\$9,135,300			\$225,600	\$9,360,900	6.05%
<b>Total EXPENSES</b>	<b>\$147,832,370</b>	<b>\$149,496,831</b>	<b>\$150,075,000</b>	<b>\$156,195,800</b>	<b>\$3,180,000</b>	<b>\$2,519,500</b>	<b>\$1,582,800</b>	<b>\$163,478,100</b>	<b>8.93%</b>
Mayor and Council	(\$6,655)	(\$24,000)	(\$24,000)	(\$21,000)				(\$21,000)	(12.50%)
Office of the City Manager	(\$570,953)	(\$718,600)	(\$590,100)	(\$540,100)				(\$540,100)	(8.47%)
Corporate Services	(\$4,138,838)	(\$3,789,100)	(\$3,627,500)	(\$3,795,750)				(\$3,795,750)	4.64%
Corporate Enterprise	(\$1,022,191)	(\$1,378,580)	(\$1,402,800)	(\$382,900)			(\$1,000,000)	(\$1,382,900)	(1.42%)
Community Development	(\$12,487,014)	(\$11,613,145)	(\$9,918,200)	(\$10,357,900)	(\$902,500)		(\$22,700)	(\$11,283,100)	13.76%
Infrastructure Services	(\$7,518,634)	(\$7,397,779)	(\$7,532,800)	(\$7,972,100)	(\$664,500)	(\$10,100)	(\$57,900)	(\$8,704,600)	15.56%
Corporate Expenditures	(\$125,793,643)	(\$17,618,400)	(\$17,860,300)	(\$19,450,600)		(\$77,600)	(\$296,200)	(\$19,824,400)	11.00%
Idea Exchange	(\$113,868)	(\$709,900)	(\$709,900)	(\$553,700)			(\$206,000)	(\$759,700)	7.02%
<b>Total REVENUES</b>	<b>(\$151,651,796)</b>	<b>(\$43,249,504)</b>	<b>(\$41,665,600)</b>	<b>(\$43,074,050)</b>	<b>(\$1,567,000)</b>	<b>(\$87,700)</b>	<b>(\$1,582,800)</b>	<b>(\$46,311,550)</b>	<b>11.15%</b>
<b>Total City of Cambridge Tax</b>	<b>\$ (3,819,426)</b>	<b>\$ 106,247,327</b>	<b>\$ 108,409,400</b>	<b>\$ 113,121,750</b>	<b>\$ 1,613,000</b>	<b>\$ 2,431,800</b>		<b>\$ 117,166,550</b>	<b>8.08%</b>
<b>Assessment Growth %</b>			2.19%						
<b>Assessment Growth \$</b>			\$2,374,844						
<b>Total City of Cambridge Tax</b>	<b>\$ (3,819,426)</b>	<b>\$ 106,247,327</b>	<b>\$ 110,784,244</b>	<b>\$ 113,121,750</b>	<b>\$ 1,613,000</b>	<b>\$ 2,431,800</b>		<b>\$ 117,166,550</b>	<b>5.76%</b>

DOWNTOWN BUSINESS IMPROVEMENT AREAS (BIAS)

	2022 Actuals	2023 Forecast	2023 Budget Restated	2024 Base Budget	2024 Growth	2024 Operating Impacts from Capital	2024 One-Time	2024 Total Budget	% Over (Under) 2023
<b>Levy Requirement Downtown BIAs</b>									
EXPENSES	\$283,384	\$283,683	\$283,683	\$310,361				\$310,361	9.40%
REVENUES	(\$283,384)	(\$283,683)	(\$283,683)	(\$310,361)				(\$310,361)	9.40%
<b>Total Levy Requirement Downtown BIAs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>

City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

CITY OF CAMBRIDGE - BY DEPARTMENT

	2022 Actuals	2023 Forecast	2023 Budget Restated	2024 Base Budget	2024 Growth	2024 Operating Impacts from Capital	2024 One-Time	2024 Total Budget	% Over (Under) 2023
<b>Mayor and Council</b>									
Mayor & Council - Expenses	\$1,154,413	\$1,323,300	\$1,323,300	\$1,365,000			(\$10,000)	\$1,355,000	2.40%
Mayor & Council - Revenues	(\$6,655)	(\$24,000)	(\$24,000)	(\$21,000)				(\$21,000)	-12.50%
<b>Total Mayor and Council</b>	<b>\$1,147,758</b>	<b>\$1,299,300</b>	<b>\$1,299,300</b>	<b>\$1,344,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$10,000)</b>	<b>\$1,334,000</b>	<b>2.67%</b>
<b>Office of the City Manager</b>									
Office of the City Manager - Expenses	\$3,078,141	\$3,605,400	\$3,217,900	\$3,644,800			(\$1,000)	\$3,643,800	13.24%
Office of the City Manager - Revenues	(\$570,953)	(\$718,600)	(\$590,100)	(\$540,100)				(\$540,100)	-8.47%
<b>Total Office of the City Manager</b>	<b>\$2,507,188</b>	<b>\$2,886,800</b>	<b>\$2,627,800</b>	<b>\$3,104,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(\$1,000)</b>	<b>\$3,103,700</b>	<b>18.11%</b>
<b>Corporate Services</b>									
Corporate Services - Expenses	\$48,057,024	\$51,725,300	\$51,169,400	\$53,742,000	\$157,400	\$720,700	\$326,900	\$54,947,000	7.38%
Corporate Services - Revenues	(\$4,138,838)	(\$3,789,100)	(\$3,627,500)	(\$3,795,750)				(\$3,795,750)	4.64%
<b>Total Corporate Services</b>	<b>\$43,918,186</b>	<b>\$47,936,200</b>	<b>\$47,541,900</b>	<b>\$49,946,250</b>	<b>\$157,400</b>	<b>\$720,700</b>	<b>\$326,900</b>	<b>\$51,151,250</b>	<b>7.59%</b>
<b>Corporate Enterprise</b>									
Corporate Enterprise - Expenses	\$6,988,643	\$8,480,900	\$8,419,800	\$7,521,200			\$994,200	\$8,515,400	1.14%
Corporate Enterprise - Revenues	(\$1,022,191)	(\$1,378,580)	(\$1,402,800)	(\$382,900)			(\$1,000,000)	(\$1,382,900)	-1.42%
<b>Total Corporate Enterprise</b>	<b>\$5,966,452</b>	<b>\$7,102,320</b>	<b>\$7,017,000</b>	<b>\$7,138,300</b>	<b>\$0</b>	<b>\$ -</b>	<b>(\$5,800)</b>	<b>\$7,132,500</b>	<b>1.65%</b>
<b>Community Development</b>									
Community Development - Expenses	\$20,178,147	\$21,204,642	\$19,703,100	\$20,435,700	\$1,176,800	\$1,000	\$51,500	\$21,665,000	9.96%
Community Development - Revenues	(\$12,487,014)	(\$11,613,145)	(\$9,918,200)	(\$10,357,900)	(\$902,500)		(\$22,700)	(\$11,283,100)	13.76%
<b>Total Community Development</b>	<b>\$7,691,133</b>	<b>\$9,591,497</b>	<b>\$9,784,900</b>	<b>\$10,077,800</b>	<b>\$274,300</b>	<b>\$1,000</b>	<b>\$28,800</b>	<b>\$10,381,900</b>	<b>6.10%</b>
<b>Infrastructure Services</b>									
Infrastructure Services - Expenses	\$27,529,882	\$33,528,389	\$33,444,400	\$35,272,500	\$1,297,200	\$804,400	(\$4,400)	\$37,369,700	11.74%
Infrastructure Services - Revenues	(\$7,518,634)	(\$7,397,779)	(\$7,532,800)	(\$7,972,100)	(\$664,500)	(\$10,100)	(\$57,900)	(\$8,704,600)	15.56%
<b>Total Infrastructure Services</b>	<b>\$20,011,248</b>	<b>\$26,130,610</b>	<b>\$25,911,600</b>	<b>\$27,300,400</b>	<b>\$632,700</b>	<b>\$794,300</b>	<b>(\$62,300)</b>	<b>\$28,665,100</b>	<b>10.63%</b>
<b>Corporate Expenditures</b>									
Corporate Expenditures - Expenses	\$32,944,952	\$20,801,700	\$23,969,900	\$25,079,300	\$548,600	\$993,400		\$26,621,300	11.06%
Corporate Expenditures - Revenues	(\$125,793,643)	(\$17,618,400)	(\$17,860,300)	(\$19,450,600)		(\$77,600)	(\$296,200)	(\$19,824,400)	11.00%
<b>Total Corporate Expenditures</b>	<b>(\$92,848,691)</b>	<b>\$3,183,300</b>	<b>\$6,109,600</b>	<b>\$5,628,700</b>	<b>\$548,600</b>	<b>\$915,800</b>	<b>(\$296,200)</b>	<b>\$6,796,900</b>	<b>11.25%</b>
<b>Idea Exchange</b>									
Idea Exchange - Expenses	\$7,901,168	\$8,827,200	\$8,827,200	\$9,135,300			\$225,600	\$9,360,900	6.05%
Idea Exchange - Revenues	(\$113,868)	(\$709,900)	(\$709,900)	(\$553,700)			(\$206,000)	(\$759,700)	7.02%
<b>Total Idea Exchange</b>	<b>\$7,787,300</b>	<b>\$8,117,300</b>	<b>\$8,117,300</b>	<b>\$8,581,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$19,600</b>	<b>\$8,601,200</b>	<b>5.96%</b>
<b>City of Cambridge Tax Supported</b>									
<b>EXPENSES</b>									
EXPENSES	\$147,832,370	\$149,496,831	\$150,075,000	\$156,195,800	\$3,180,000	\$2,519,500	\$1,582,800	\$163,478,100	8.93%
<b>REVENUES</b>									
REVENUES	(\$151,651,796)	(\$43,249,504)	(\$41,665,600)	(\$43,074,050)	(\$1,567,000)	(\$87,700)	(\$1,582,800)	(\$46,311,550)	11.15%
<b>Total City of Cambridge Tax Supported</b>	<b>\$ (3,819,426)</b>	<b>\$ 106,247,327</b>	<b>\$ 108,409,400</b>	<b>\$ 113,121,750</b>	<b>\$ 1,613,000</b>	<b>\$ 2,431,800</b>	<b>\$ -</b>	<b>\$ 117,166,550</b>	<b>8.08%</b>
Assessment Growth %			2.19%						
Assessment Growth \$			\$ 2,374,844						
<b>Restated Net Expenditures</b>	<b>\$ (3,819,426)</b>	<b>\$ 106,247,327</b>	<b>\$ 110,784,244</b>	<b>\$ 113,121,750</b>	<b>\$ 1,613,000</b>	<b>\$ 2,431,800</b>	<b>\$ -</b>	<b>\$ 117,166,550</b>	<b>5.76%</b>

### MAINTAIN EXISTING SERVICE LEVELS

Maintaining the current level of services is commonly referred to as the base budget.

Inflation has a direct impact on costs for the City to continue base operations whether through cost of living adjustments, utility expenses, or the many other services procured with respect to facility operational costs. Utilizing a reference to the level of inflation, the Consumer Price Index was at a rate of 3.8 per cent in September 2023. The Bank of Canada at this time was forecasting the annual average rate to be 3.3 per cent in 2023 and 2.5 per cent in 2024.

Though inflation pressure is projected to trend down, staff and management recognize the significant impact this has had on households and businesses and worked to find efficiencies and additional revenue sources within the City’s 2024 Operating Budget to minimize the levy increase on the community. One of the levy minimization measures identified is the inclusion of an offset of all one-time costs against a one-time increase of expected unsustainable investment income. An impact affecting the 2024 budget from aligning with the current rate of inflation are deferrals of costs implemented as part of the 2023 Budget. These previous year adjustments reducing taxation from a target of 6% to an approved 2023 Budget of 4.74% are subsequently being realized

BUDGET IMPACT	\$ AMOUNT	TAX LEVY
Base Budget	<b>\$4,712,350</b>	<b>4.25%</b>
One-Time	<b>Nil</b>	<b>0.00%</b>
<b>Budget Required to Maintain Existing Service Levels</b>	<b>\$4,712,350</b>	<b>4.25%</b>

in the 2024 Budget. As a result, maintaining the current level of services as part of the base budget represents a tax rate increase of 4.25 per cent.

The following are some key items of note in the 2024 base budget.

#### Capital Contribution

To continue to maintain the existing levels of service to the public in the future, the City needs to increase its funding towards rehabilitation and replacement of capital assets. Findings from the recent budget engagement survey support capital contributions in which nearly all respondents indicated that it is important or somewhat important that funding be set aside to replace infrastructure and ensure continued levels of service. The tax contribution towards capital reserve funds in the 2024 base budget is \$12.3 million, an increase of \$0.4 million over the previous year which represents a tax rate increase of 0.4 per cent. This compares to the City’s portfolio of assets with an estimated replacement value of \$3.8 billion.

#### Insurance

The cost of the City’s insurance has been increasing in the past number of years at a rate that exceeds inflation with the budget not keeping pace. While the City has a Self-Insurance Reserve Fund to fund any unforeseen claims that cause the City to go above the annual budgeted amount, these cost increases have been sustained. An effort was made beginning with the previous years’ budget to build into the budget base a two-year phased increase to ensure sustainability of the Reserve Fund. As such, an increase of \$0.27 million has been added to the 2024 budget towards the cost of insurance.

## City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

### Municipal Fees and Charges

Staff have completed the annual review of the City's comprehensive listing of user fees. The Municipal Fees and Charges schedule included in Appendix G identifies those fees that are being adjusted. In some areas fees are increasing by inflationary factors or other comparators, while in other areas fees are further increased to reduce the amount of tax subsidization towards those services. As new fees are identified or determined as redundant, these changes are additionally reflected in the schedule and incorporated in the 2024 budget and future year forecasts.

### Benefits

The rising cost of benefits has had an impact on the 2024 budget, including for benefits outside of the City's control. For example, the Canada Pension Plan (CPP) has seen rising rates over the past number of years, rising from 4.95 per cent of applicable earnings in 2018 to 5.95 per cent in 2023. Starting in 2024, employers and employees must each contribute an additional 4% on earnings above the first earnings ceiling to a final ceiling limit. Another external impact is the increased cost of Workplace Safety & Insurance Board (WSIB) rates projected from 1.9% to 3.4%. Demand for health and dental services returning or even exceeding pre-pandemic levels including inflationary impacts on the cost of services is also leading to a budgetary increase in the 2024 budget.

### Development Charges

One of the City's strategic actions is to establish the core areas as attractive destinations. Over the years, work towards this objective has included various programs, grants and financial incentives, including the exemption of development charges (DCs) in the core

areas. With these exemptions and other work, the development work in the core areas has now gained momentum, with the cost of the program forecasted to be \$30 million over the remaining four years. While the exemption was eliminated for new development applications in April 2022, the City will be required to fund existing applications as they proceed to building permit. In addition to funding from reserve funds, the 2024 budget includes ongoing base budget funding in support this strategic action and required exemptions.

A future impact is expected as a result of Bill 23, More Homes Built Faster Act, passed by the Province in November 2022. The Bill is anticipated to place further financial pressure on to the City following the completion and adoption of the next Development Charge (DC) background study and by-law, to be completed in 2024. The impacts of Bill 23 will result in a phased discount to all DC's from 20%, reducing to 15%, then 10% and 5%, negatively impacting the City's operating budget for the next four years through 2025 to 2028.

Utilization of funds from the City's reserves and reserve funds continues to be built into the 2024 base budget to help minimize the impact to taxpayers. Specifically, the draft budget continues to include a draw of \$1.0 million per year for four years from the Economic Development Reserve Fund, and \$0.2 million per year for four years from the Rate Stabilization Reserve. These amounts were determined based on analysis that allowed sufficient balances to remain in the reserve and reserve fund to support their core initiatives, while providing relief to taxpayers from the full burden of funding the waived DCs. The full impact of the 2024 budget on the reserve and reserve fund can be found on pages 97 to 102.

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**One-Time**

Items that have impacts to the budget for a limited time period are listed separately in the budget as "one-time" items. One-time items in the 2024 tax-supported Operating Budget have been offset with a temporary increase in investment income resulting in a nil net tax levy impact.

Note that the "one-time" item in Planning Services, to contribute to the Wilfrid Laurier University Capstone Urban Studies Program was part of a four-year commitment approved through the 2022 Budget.

Additional one-time items that are funded from other sources and do not have an impact on taxes include:

- Core Areas Transformation program costs, funded from the Core Areas Transformation Reserve Fund;
- One-time technology costs associated with Building Services growth positions, funded from the Building Reserve Fund; and
- One-time improvements in Fleet Services, funded from the Equipment Reserve Fund.

ONE-TIME IMPACT	DESCRIPTION	\$ AMOUNT
Financial Services	Public promotion relating to Service Cambridge, actuarial valuation of post retirement benefits and WSIB, and savings resulting from delay of MPAC reassessments	<b>40,500</b>
Fire Services	Fire inspection programs, training programs, specialty discipline equipment, health and safety equipment, system updates, and other one-time program costs	<b>140,700</b>
Human Resources	2024 Management forum	<b>25,000</b>
Technology Services	One-time technology acquisition for growth positions and obsolescence	<b>140,600</b>
Planning Services	Wilfrid Laurier University Capstone Urban Studies Program, and Waterloo Region Community Energy Program	<b>26,300</b>
Recreation Services	Farmers' Market cooler replacements	<b>20,000</b>
Cemeteries	Increased licensing fees, one-time general repairs and maintenance and improvements	<b>137,000</b>
Operations	Net impact of facilities renovations closures and increase in revenue from Cambridge Sports Park	<b>(177,700)</b>
Library	Net impact of various costs and revenues to deliver enhanced library services	<b>19,600</b>
All Departments	One-time decrease in professional development expenditures and other net cost savings	<b>(75,800)</b>
Corporate Expenditures	One-time increase in investment income, and savings resulting from delay of MPAC reassessments	<b>(296,200)</b>
<b>Total One-Time Impacts</b>		<b>\$0</b>

### IMPACT OF GROWTH

With a robust economic base, diverse workforce, and located along the 401-corridor, Cambridge continues to see growth in its assessment base through the building of new homes and commercial enterprises.

Growth recognizes a demographic shift with an aging population and an overall need to establish attainable and affordable housing for all. This supports prosperity for the City and investment in infrastructure that provides stronger connections with nature and access to open space, shifting transportation modes, and access to a diverse range of employment, increased amenities and local needs. Strong communities contribute to placemaking and will ensure existing assets are enhanced through access that is walkable and maximizes investment in infrastructure, while also protecting the heritage of the city.

The City’s assessment base continues to experience significant increases compared to the historical trend. As the City grows, so too must the services needed to support the additional residents. This includes the maintenance and operation of new infrastructure such as roads and water mains to service new developments, increased demand for recreational services, and ensuring Fire response times continue to meet the provincial standards. Costs to provide these expanded services are commonly referred to as Growth. Additionally, many of these expanded services begin through a capital project to build the infrastructure in the first place, with the ongoing operating costs being referred to as Impacts from Capital in the City’s budget.

The 2024 budget includes growth related costs of \$4.04 million to expand existing services to the growing population, offset by increased revenue from assessment of \$2.37 million. It should be noted that this is from newly built or expanded housing developments and commercial structures and is not resulting from any phase-in of assessment changes stemming from general market conditions. The \$2.37 million of increased assessment is used in the budget towards paying for the growth in services and programs to maintain existing service levels as well as impacts from capital. Overall, the growth and development of the City results in a \$1.67 million investment in the 2024 budget, equating to an increase of 1.51 per cent in taxes.

BUDGET IMPACT	\$ AMOUNT
Growth	\$1,613,000
Impacts from Capital	2,431,800
<b>Total Required to Support Growth and Development</b>	<b>4,044,800</b>
Assessment Growth	(2,374,844)
<b>Net Impact of Growth to the Budget</b>	<b>\$1,669,956</b>

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**Growth**

Investments in enhancing services and supporting growth of the community, referred to as “growth” in the budget, total a net impact of \$1.6 million. These impacts include new growth positions that have been identified as priorities for ensuring that current service levels can continue to be met as the City grows and expands. For more details on the growth positions, please refer to the Staff Complement Changes section on pages 50 to 52.

Additional highlights of the growth segment of the 2024 budget includes a \$46,000 investment to undergo a fulsome recreation marketing strategy, \$25,000 towards dedicated resources in support of the Senior sidewalk snow clearing program, maintenance costs associated with the transference of the Blair Cemetery to the City, and a \$0.5 million investment in supporting downtown core housing development through the tax increment grant program (TIG).

**Impacts from Capital**

The City previously entered into a partnership with Buckingham Sports Properties to provide for expanded ice surfaces in the community through an expansion at the Cambridge Sports Park. The agreement, as laid out in staff report 21-191(IFS) on June 8, 2021, included the purchase of ice time as well as a base lease amount. The opening of the new ice pads was completed in the fall of 2023 and the annualized operating costs of \$0.6 million have been included in the 2024 budget.

As the City constructs or acquires new assets to support growth, it is important to ensure that the addition of this infrastructure does not further increase the City’s asset management gap. The

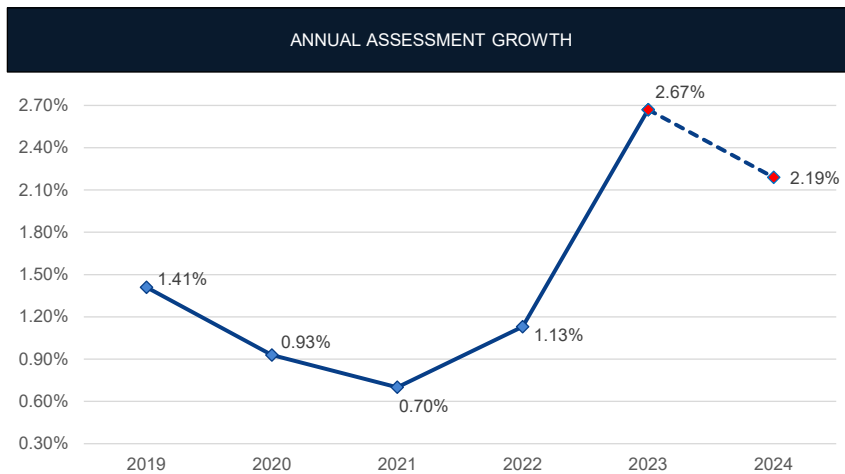
City’s current financial policies, implemented following a review by BMA Management Consulting Inc. in 2014, state that a financial contribution to capital reserve funds should be made for any new assets, to support sustainable asset management. This is also in accordance with the legislation surrounding DCs that identifies the long-term capital and operating costs for capital infrastructure should be considered, as well as in accordance with the legislation surrounding asset management supporting sustainable asset management. The 2024 budget includes \$0.6 million in sustainable capital contributions based on life-cycle costing of new assets approved through the previous years’ capital budgets, including for the Blenheim Road reconstruction, Cambridge West development projects, and active transportation projects.

The investment in Technology Services includes licensing and subscription costs for software enhancements, with other operating impacts from capital resulting from growth equipment and various other improvements.

IMPACTS FROM CAPITAL	\$ AMOUNT
Cambridge Sports Park Expansion	<b>\$614,100</b>
Sustainable Capital Contributions	<b>594,700</b>
Growth Equipment	<b>119,400</b>
Infrastructure Technology	<b>740,000</b>
Debentures	<b>321,100</b>
Other	<b>42,500</b>
<b>Total Impacts from Capital</b>	<b>\$2,431,800</b>

### ASSESSMENT GROWTH

The 2024 Budget includes assessment growth of \$2.37 million or 2.19 per cent, which offsets tax rate increases. Though declining slightly from the prior year, this assessment growth continues to exceed the average history for Cambridge as demonstrated in the chart below.



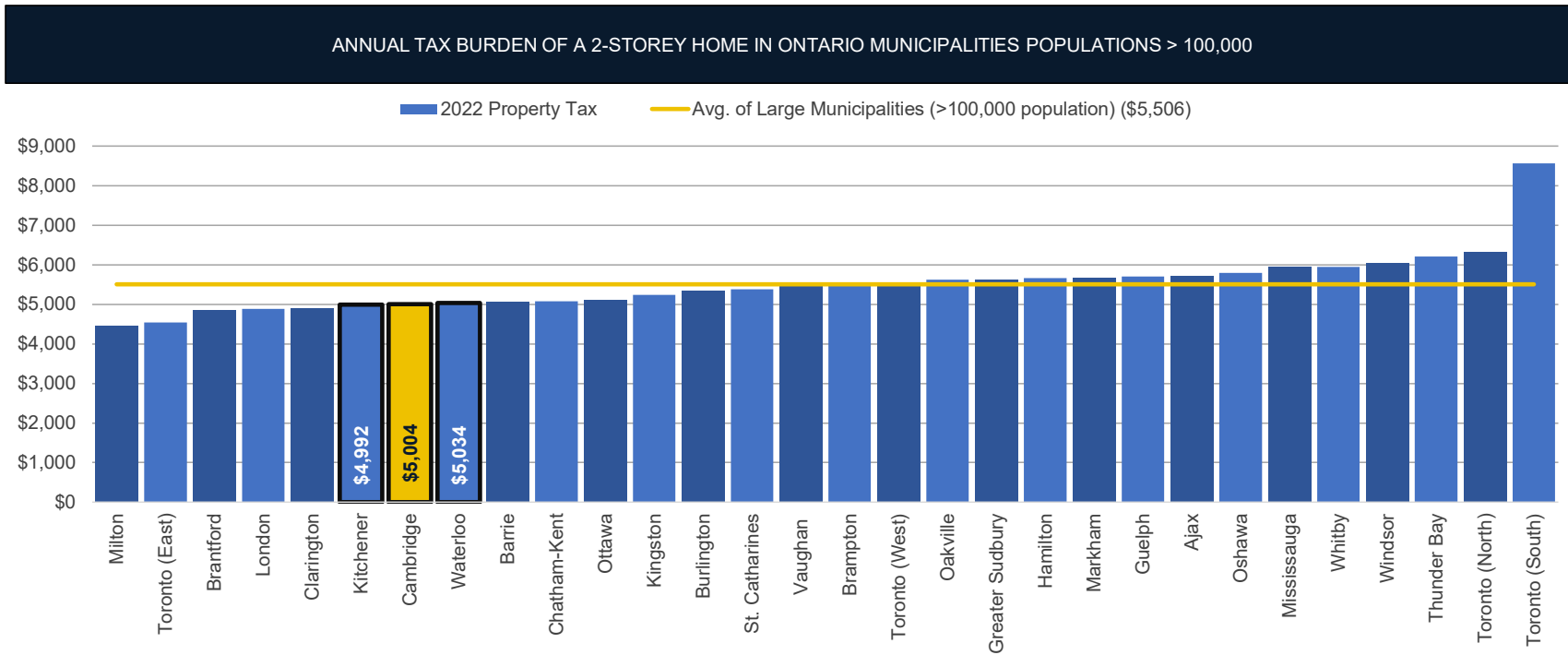
New development has been strong for our region and the completion/occupancy of the developments continues to recover after having been delayed due to the pandemic. As anticipated, the assessment of new projects continued to remain strong through 2023, which means new assessment has been captured in 2024.

Assessment growth is the sum of all the changes that happen to the City’s tax base during a year, including new construction, major renovations, demolitions, and property value appeals. It does not include changes, in value from market reassessment. Assessment growth is essentially the increased tax base of the City. The City receives a variety of planning applications; however, the time between the completion of the development project and the increase in assessment determined by MPAC can take between 12 to 24 months before it is reflected in the City’s assessment records.

As the City grows and more properties are developed, the increased value of the developed properties are captured in the City’s property tax assessment base and provide incremental tax revenue to help pay a portion of the increased need for service that results from growth. This effectively helps to offset the City’s 2024 Growth and Impacts from Capital.

### COMPARISON TO OTHER MUNICIPALITIES

When comparing property taxes on a two-storey home across municipalities in Ontario, the estimated total average tax bill for Cambridge residents (including the Region of Waterloo and education portions) was below the provincial average for larger municipalities in 2022.\*



\*Source: BMA Management Consulting Inc. 2022 Municipal Study; 2023 BMA Study results have not yet been published.

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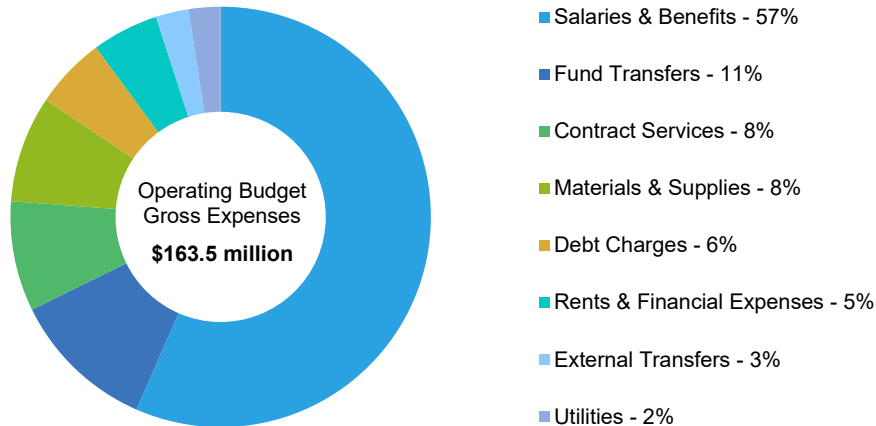
On average, across all housing types, the 2022 Municipal Study by BMA Management Consulting Inc. found the average residential taxes (including the Region of Waterloo and education portions) to be \$4,134 representing 4.0 per cent of estimated average household income. This is in line with the provincial average and other large municipalities in the region and provides an important check in determining the affordability of property taxes.

MUNICIPALITY	2022 EST. AVG. HOUSEHOLD INCOME	2022 AVERAGE RESIDENTIAL TAXES	2022 PROPERTY TAXES AS % OF HOUSEHOLD INCOME
<b>Cambridge</b>	<b>\$103,508</b>	<b>\$4,134</b>	<b>4.0%</b>
Waterloo	\$115,787	\$4,459	3.9%
Kitchener	\$96,985	\$3,754	3.9%
<b>Average of all Ontario Municipalities</b>	<b>\$110,000</b>	<b>\$4,190</b>	<b>3.8%</b>
<b>Median of all Ontario Municipalities</b>	<b>\$103,889</b>	<b>\$4,031</b>	<b>3.9%</b>

\*Source: BMA Management Consulting Inc. 2022 Municipal Study; 2023 BMA Study results have not yet been published.

## EXPENSES

Major components of the Operating Budget can be summarized in the chart below.



## Salaries and Employee Benefits

As with most businesses, the largest portion of Cambridge's Operating Budget is salaries and benefits, at 57 per cent of operating expenses. It is represented by the following groups:

CUPE 1882 – Inside Workers

CUPE 32 – Outside Workers

Cambridge Professional Fire Fighters Association – Fire Personnel

Non-Union / Management Staff

Idea Exchange Staff

The total wage increases in 2024 reflects the collective bargaining agreement with CUPE 32. The collective agreement between the City of Cambridge and the Professional Fire Fighters Association expired on December 31, 2022 and between the City of Cambridge and CUPE 1882 expires on December 31, 2023 . Therefore, the amount related to CUPE 1882 and the Professional Fire Fighters Association reflects the anticipated budgetary needs.

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**Fund Transfers**

Transfers to reserve funds, which represent 11 per cent of operating expenses include:

- Contribution towards the Capital Budget;
- Contribution towards replacement of equipment;
- Contribution to the Hydro Dividend Reserve Fund used towards the debt payments of capital projects; and
- Other reserve fund transfers, in accordance with the reserve and reserve fund bylaw.

The most significant transfer is the contribution towards the Capital Budget, representing the amount of tax levy funding that is allocated annually to capital projects based on the 10-year Capital Budget and forecast. As part of the 2024 Operating Budget, \$12.9 million has been allocated to the capital reserve funds.

**Contract Services**

The City spends approximately \$14.6 million on contract services, which represents 8 per cent of the City’s operating expenses. Contracted services that fall under this category include animal control, forestry, technology services, as well as other contracts related to delivering various programs within the City.

**Program Materials and Supplies**

Materials and supplies represent 8 per cent of operating expenses. Program- related costs are reviewed and adjusted to reflect planned costs for 2024, taking into consideration previous years’ actual costs and inflation where appropriate.

The types of costs included in this category include:

- Materials used in program delivery such as road salt for winter road maintenance, sod and plantings for parks, food for certain recreation programs, and the purchase of circulation materials for the Library;
- Equipment and vehicle operating costs such as plows and dump trucks for road maintenance, ice resurfacers in arenas, tractors and lawnmowers in parks, and vehicles for building inspections and parking compliance;
- Technology licenses and subscriptions;
- Professional development; and
- Other various supplies required in program delivery.

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## City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

### Debt Charges

The City of Cambridge adheres to a debt management policy which provides assurance that it can meet its financial obligations in a timely manner and in accordance with legislative and regulatory requirements. As per the City's debt policy, the tax-supported debt charges will be limited to 10 per cent of the City's own source revenues.

The total debt payment included in the 2024 Operating Budget is \$9.5 million, which is an increase of \$452,800 over the previous year. The total debt payment remains below the prescribed debt limit set by the province and the City's own debt policy. As the City issues additional debt planned in the Capital forecast, this will have an impact on future tax rates as well as the City's debt limit. This is further discussed in the Challenges & Opportunities section on page 57.

### Rents and Financial Expenses

The City's rent and financial expenses make up 5 per cent of gross expenditures. An ongoing initiative in this category is funding in the amount of \$5.1 million supporting development and intensification in the City. This funding is utilized to cover development charge (DC) exemptions as required under the Development Charges Act, 1997. Most of these exemptions result from developments in the City's three core areas, as per the City's DC Bylaw 94-19, which supports the City's strategic plan goal of supporting and promoting a strong, dynamic, and innovative local economy. To help minimize the impact to taxpayers, the budget

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**What is the debt limit:** The Ministry of Municipal Affairs and Housing regulates the amount of debt that municipalities may carry by setting an annual repayment limit of 25 per cent of a municipality's net own source revenues. To ensure financial sustainability and minimize risk, the City of Cambridge's debt policy further limits its debt capacity to 10 per cent of own source revenues for tax-supported debt and 15 per cent of own source revenues for rate-supported debt charges.

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includes a draw from the Economic Development Reserve Fund, and from the Rate Stabilization Reserve Fund.

This category also includes the City's insurance coverage, with a budget of \$1.68 million, which is an increase of \$0.14 million over the previous year. The City is a member of the Waterloo Regional Insurance Pool which includes all municipalities in the region. An annual premium is paid to the pool to cover insurance claims over and above \$50,000. The City is responsible for covering any claim costs up to the deductible amount and has set up a self-insurance reserve to cover claim costs more than what is budgeted annually. The 2024 budget includes the removal of a prior year revenue offset of \$0.1 million from reserve. Therefore, the combined impact to insurance expense is \$0.27 million.

Other costs in this category include the City's audit fees, merchant fees for point of sale payments, lease agreements, and property taxes for non-exempt properties owned by the City.

**External Transfers**

External transfers represent 3 per cent of total operating expenses. Approximately \$4.3 million is provided in funding, consisting of \$2.5 million in funding as identified in Appendix C, a budget of \$1 million for the Core Areas Community Improvement Plan (CIP) Program and \$0.8 million for the Tax Increment Grant Program

(TIG) Program to support the remediation and redevelopment of contaminated sites.

As identified in Appendix C, \$0.5 million of the external funding is allocated in accordance with multi-year approved funding agreements, such as to the Waterloo Region Economic Development Corporation. Through the 2024 budget, the funding to the Wilfrid Laurier University Capstone Urban Studies Program is being requested to be a three-year commitment in the amount of \$10,000 per year.

An additional \$1.6 million is allocated to various community groups, with the neighbourhood associations making up the majority of this at an amount of \$1.2 million.

The remaining \$0.4 million will be allocated by Council to community groups that apply to the Community Grants Program.

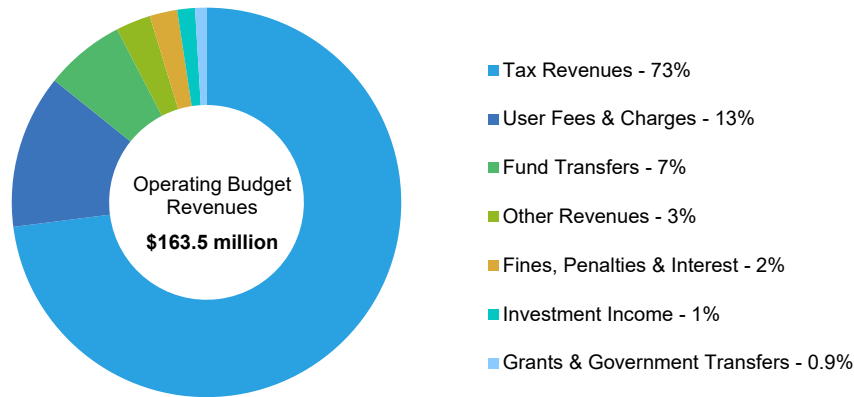
**Utilities**

Utility costs represent 2 per cent of the City's operating expenses. They are reviewed and adjusted to reflect planned costs for 2024, taking into consideration previous years' actual costs and inflation where appropriate.

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**REVENUES**

Under the Municipal Act, 2001, the City is required to prepare a balanced budget where revenues equal expenses. Total revenue to match the \$163.5 million in spending is summarized as specified.



**Tax Revenues**

The \$119.3 million in property taxes and related revenues are the most significant source of funding for the municipality, representing 73 per cent of the operating budget revenues. This includes \$2.37 million in assessment growth based on analysis of supplementary tax billings issued in 2023 and assessment information provided by Municipal Property and Assessment Corporation (MPAC) to date. MPAC determines the valuation of property within the City and additional assessment growth can be related to new development, changes in property class information and other factors.

**User Fees and Charges**

At \$20.9 million, user fees and charges represent 13 per cent of the total Operating Budget revenues. These revenues reduce the amount of programming costs subsidized through property tax.

In light of the findings from recent budget engagement surveys in which the majority of respondents indicated a preference for increasing existing user fees over increasing taxes, staff have reviewed the City’s comprehensive listing of user fees. The Municipal Fees and Charges schedule included in Appendix G identifies those fees that are being adjusted. In some areas fees are increasing at the rate of inflation, while in other areas fees are further increased to reduce the amount of tax subsidization towards those services. The following is a general summary of changes:

- Legal Services: Adjusted certain fees based on review of comparable municipalities, other fees increased for inflation; new fee established for part lot control by-laws;
- Clerks Services: Fees increased for inflation; three new fees established related to noise by-law exemptions, general appeals and freedom of information requests;
- Fire Services: Rate increase on certain fees for cost recovery, other fees increased for inflation; thirteen new fees established related to the cost recovery of fire safety inspections and enforcement, false alarms and plan reviews;
- Financial Services: Adjusted certain fees for cost recovery, other fees increased for inflation;

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- Economic Development: Increased two fees for inflation;
- Engineering: Rate increase on certain fees to move towards cost recovery, other fees increased for inflation;
- Water & Sewer: Rate increase on certain fees to move towards cost recovery;
- Roads: Rate increase on certain fees to move towards cost recovery;
- Planning Services: Adjusted fees based on inflation, review of other comparable municipalities and new processes; four new fees established for the combined official plan amendment and zoning by-law amendment application;
- Building Services: Fees increased for inflation; four new fees established to recover costs for alternative solution applications and re-inspections;
- Recreation Programs, Facilities, Ice Rentals: Adjusted certain fees based on review of comparable municipalities, other fees increased for inflation; eight new fees established for activity guide advertising fees and youth drop-ins;
- Cemeteries: Increases for inflation, some increases to reflect the increased costs of providing the product/service; three new fees to reflect new service offerings; and
- Forestry: Increased fees for inflation and two new fees established for plan review and park benches.

**Funds Transfers**

The \$10.9 million contribution from reserve and reserve funds represents 7 per cent of the City's Operating Budget revenues and includes:

- Contribution from the Hydro Dividend Reserve towards certain capital debt repayments;
- Contribution from the Core Area Transformation Reserve Fund for the Core Areas Community Improvement Plan (CIP) Program;
- Contribution from the Economic Development Reserve Fund and the Rate Stabilization Reserve Fund to partially offset waived DCs in order to help minimize the impact to taxpayers;
- Contribution from the Municipal Accommodation Tax Reserve Fund to fund the Manager Special Events and Tourism growth position;
- Contribution from the Cemetery Care and Maintenance Fund;
- Contribution from the Workplace Safety and Insurance (WSIB) Reserve Fund;
- Contribution from the Equipment Reserve Fund to cover the cost of replacing small equipment; and
- Other reserve fund transfers, in accordance with the Reserve and Reserve Fund bylaw.

For additional information on the budget's impact to reserve and reserve funds refer to the Reserve and Reserve Fund section of the budget on pages 97 to 102.

## Other Revenues

Other revenues represent 3 per cent of the total Operating Budget revenues. The most significant portion of other revenue is related to dividend payments that the City receives from GrandBridge Energy. The 2024 Operating Budget includes an annual dividend of approximately \$4.2 million, of which \$2.0 million is used to offset the tax levy and the remainder is set aside towards capital debt repayments. The other \$481,600 includes lease agreement revenues and other contributions.

## Fines, Penalties and Interest

A total of \$3.7 million in fines, penalties and interest make up 2 per cent of the Operating Budget revenues. These are additional revenues that are used to lower the property taxes raised on the tax-supported Operating Budget. Most of this revenue is from parking enforcement and penalties and interest on taxation revenue.

## Investment Income

Investment income totaling \$2.4 million represents 1 per cent of Operating Budget revenues. Investment income is derived from the City's operating investment portfolio. The 2024 Operating Budget includes a one-time increase of \$0.2 million. This one-time increase of investment income is reflective of the Bank of Canada's policy interest rate increases seen since March 2022 to 0.5 per cent, following six further rate high increases during 2022. By January 2023, the interest rate increased to 4.5 per cent and has remained at 5 per cent since July 2023. The October 2023 monetary policy decision from the Bank of Canada indicated that it expects to

maintain the policy interest rate at its current level, conditional on future economic developments. The movement in the Bank of Canada's overnight interest rate is a primary driver in the City's investment income performance. The Bank of Canada will continue to use its monetary policy tools to return inflation to its target to keep inflation expectations well-anchored. The tightening of the Monetary Policy since March 2022 resulted in moderated spending and relieved pressures in increased prices. Due to the dampening economic activity and relieving price pressures, the Bank of Canada has held the policy rate at 5 per cent since July 2023 however is prepared to raise the policy rate further if needed, committing to restoring price stability and inflation for Canadians. Overall, the one-time increase in investment income of \$0.2 million is offsetting all other one-time increases across the City.

## Grants and Government Transfers

The City of Cambridge receives grants and government transfers in the amount of \$1.5 million which represents 0.9 per cent of the total Operating Budget revenues. The Province of Ontario is in the process of phasing out Ontario Municipal Partnership Fund (OMPF) grant funding for municipalities, reducing its contribution to the City from \$82,400 in 2023 to \$70,100 in 2024. The City also receives \$912,400 in provincial funding for the Special Day, Friendly Visiting, and French Language Service programs, and \$170,800 for the Older Adults Centres at Allan Reuter, Ted Wake, David Durward and W.E. Pautler centres. The budget for Idea Exchange also includes \$304,500 in government funding for 2024.

**STAFF COMPLEMENT CHANGES**

DEPARTMENT	2022 BUDGET RESTATED	2023 BUDGET RESTATED	2024 BASE ADJUSTMENTS	2024 GROWTH & CAPITAL IMPACTS	2024 TOTAL FTE
Mayor & Council	4.00	4.00	-	-	4.00
Office of the City Manager	18.00	18.00	-	-	18.00
Corporate Services	288.83	288.30	(0.05)	3.00	291.25
Corporate Enterprise	30.03	30.96	-	-	30.96
Community Development	157.48	164.87	(0.22)	8.83	173.48
Infrastructure Services	189.15	205.37	0.60	9.68	215.65
Idea Exchange	75.00	75.75	(0.25)	-	75.50
<b>Total FTE</b>	<b>762.49</b>	<b>787.25</b>	<b>0.08</b>	<b>21.51</b>	<b>808.84</b>

The 2024 tax-supported operating budget includes a total staffing complement of 808.84 full-time equivalents (FTEs). The table highlights the changes in FTEs by department from 2023.

The 2024 tax-supported Operating Budget includes a net increase of 21.59 FTEs. Base level changes are an overall increase of 0.08 FTEs. Certain positions are funded in part through water and sewer rates, as they directly support both tax and water utility operations. The portion recovered through the rates is periodically reviewed to ensure appropriate cost distribution between the tax and water/sewer funds. This results in no change to FTEs overall, however it does reflect a redistribution of FTEs between the Operating and the Water Utility budgets.

The 2024 budget includes an additional 21.51 FTEs based on a needs assessment to maintain service levels for a growing community. Impacts from increasing volume of open capital projects, and a focus on delivering public value have resulted in these proposed FTEs.

The additional assessment growth of \$2.37 million has in part been used to help fund these growth positions, in addition to the Building Reserve Fund and MAT Reserve Fund in accordance with the conditions of the City's Reserve Policy. As the City continues to grow, additional staffing resources are needed to continue to provide the same level of service to an increasing tax base.

• [City of Cambridge 2024 Draft Budget and Business Plan](#)/Tax-Supported Operating Budget

The overall FTE changes include:

- Within Corporate Services, the removal of a part time Election Coordinator position which supported the 2022 Election, a small reduction to FTEs in Service Cambridge by converting part-time positions into permanent full-time positions, a Payroll Assistant in Human Resources to provide administrative support while ensuring continuity within the department, and two positions in Technology Services including an AMANDA Business Systems Analyst to provide technological support to Planning and Building departments to support the City’s growth along with a GIS Technician to ensure the City continues to meet mandated database requirements.
- Within Community Development, three Planning staff and one Municipal Building Official to ensure departments are staffed to address the increasing growth in the City as well as approval timeline requirements as per legislative changes, a Recreation Coordinator - Sports to support the increasing demand for Sports facilities in the City, a Manager of Special Events and Tourism to address the demand for special event delivery, a part-time Pickle Ball Instructor to support the increasing popularity of the sport, part-time Camp Inclusion and Support positions which will ensure a safe and inclusion camp experience for all, and additional part time staff in Camps, Youth and Aquatics to enhance service delivery for recreation programming.
- Within Infrastructure Services, a Water Resource Engineer and a Stormwater field position in Environmental Services to administer combined linear infrastructure environmental compliance approvals (CLI-ECA’s) for storm water collection system, a Mechanic to support maintenance response thereby minimizing equipment downtime and need to bring in failed equipment to Fleet mechanic, a Parks Operational Technologist to manage infrastructure repairs and maintenance within the parks and trails, a Community Services Attendant and a part-time Student Labourer to support the operations and maintenance of a new park being built and donated to the City within Cambridge West subdivisions, an Urban Forestry Support position to provide administrative support relating to tree governance, a Cemetery Clerk and Cemetery Staff positions to provide scattering garden services as well as operations and maintenance of the newly acquired Blair cemetery.
- Within Idea Exchange, a reduction of a one-time contract position from 0.75 and addition of a permanent 0.50 FTE in 2024.

The following page provides a summary of all growth positions proposed in the 2024 Budget and Business Plan.

City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

DIVISION	POSITION	FUNDING SOURCE
<b>Corporate Services</b>		
Human Resources	Payroll Assistant (1.0 FTE)	Assessment growth
Technological Services	Business System Analyst (1.0 FTE)	100% funded through Building permit fees
Technological Services	GIS Technician (1.0 FTE)	50% Building Permit Fee, 50% Assessment Growth
<b>Community Development</b>		
Building Services	Municipal Building Officer III (1.0 FTE)	100% funded through Building permit fees
Planning Services	Planning Technical (1.0 FTE)	Assessment growth
Planning Services	Development Planner (2.0 FTE)	Reduced write-offs and adjustments impacts of Bill 109
Recreation and Culture	Manager Special Events and Tourism (1.0 FTE)	Funded from MAT Reserve
Recreation and Culture	Part Time Camp Supervisor (0.82 FTE)	Assessment growth
Recreation and Culture	Part Time Seasonal Camp Supervisor/Leader (1.36 FTE)	100% Funded by program revenue
Recreation and Culture	Part Time Staff Instructor (0.17 FTE)	100% Funded by program revenue
Recreation and Culture	Recreational Coordinator - Sports (1.0 FTE)	Assessment growth
Recreation and Culture	PT Pickleball Booking Instructor (0.12 FTE)	100% Funded by program revenue
Recreation and Culture	PT Life Guard (0.36 FTE) - Ed Newland Pool	100% Funded by program revenue
<b>Infrastructure Services</b>		
Environmental Services	Stormwater Field Staff (1.0 FTE)	Increased revenue from application fees
Environmental Services	Water Resource Engineer (1.0 FTE)	Increased revenue from application fees
Operations	Mechanic (1.0 FTE)	Funded through Equipment Reserve Fund
Operations	Parks Operational Technologist (1.0 FTE)	Assessment growth
Operations	Community Services Attendant (1.0 FTE)	100% funded by Developer
Operations	PT Student Labourer - South West Area Parks (0.64 FTE)	100% funded by Developer
Operations	Urban Forestry Support (1.0 FTE)	Increased revenue from application fees
Operations	Cemetery Clerk (1.0 FTE)	Assessment growth
Operations	PT Student Cemetery Staff (1.04 FTE)	Assessment growth
Operations	Cemetery Staff (1.0 FTE)	30% increased revenue, 70% Assessment growth

### 2023 BUDGET RESTATEMENTS

Changes in operations have resulted in restatements of the 2023 approved budget for comparative purposes. The changes reallocate certain costs and revenues between accounts and/or divisions and have no net effect on the total approved budget for 2023.

DEPARTMENT	2023 ORIGINAL APPROVED BUDGET	2023 BUDGET RESTATEMENTS	2023 BUDGET RESTATED
Mayor & Council	\$ 1,299,300	-	\$ 1,299,300
Office of the City Manager	2,637,000	(9,200)	2,627,800
Corporate Services	48,036,400	(494,500)	47,541,900
Corporate Enterprise	7,017,000	-	7,017,000
Community Development	9,850,100	(65,200)	9,784,900
Infrastructure Services	21,180,800	4,730,800	25,911,600
Corporate Expenditures	10,271,500	(4,161,900)	6,109,600
Idea Exchange	8,117,300	-	8,117,300
<b>Total 2023 Tax Levy</b>	<b>\$ 108,409,400</b>	<b>-</b>	<b>\$ 108,409,400</b>

The significant restatements include:

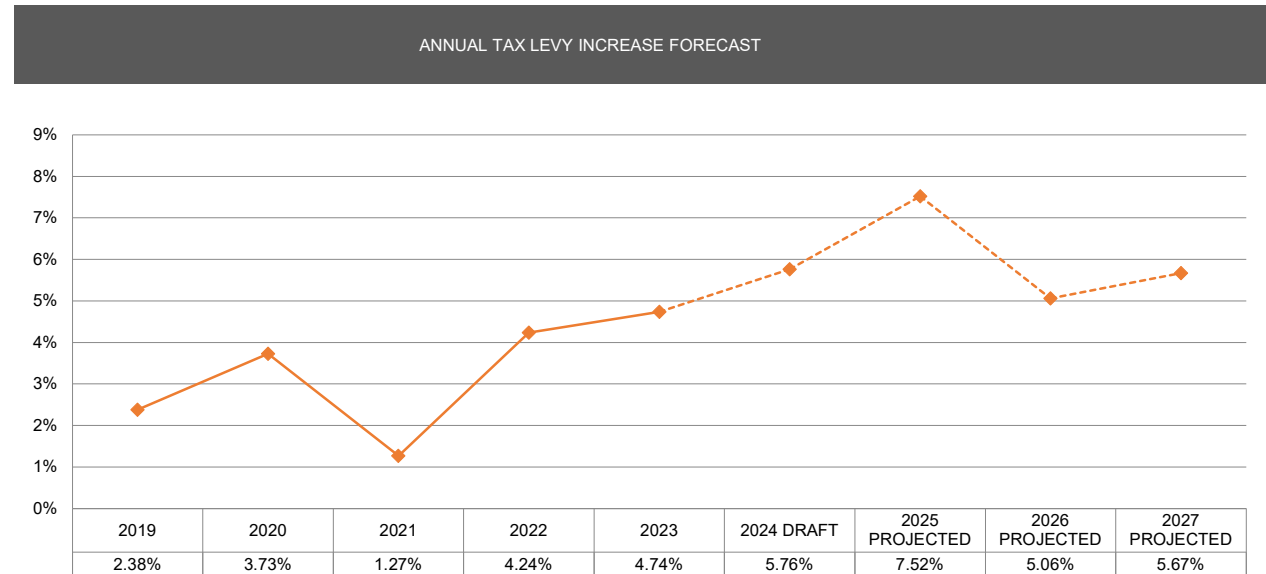
- Consolidation of leased buildings into Legal and Realty Services.
- Restructure of three staff complement from Corporate Services to Community Development.
- Restructure of one staff complement from Corporate Services to Infrastructure Services.
- Restructure of the Storm Water Management funding, including capital levy, corporate overhead and staffing recoveries.

### OPERATING BUDGET FORECAST

Staff have prepared Operating Budget forecasts for years 2025 through 2027. The 2024 and projected tax rate increases for 2025, 2026, and 2027 are shown on the graph as a dotted line.

In order to maintain existing services, the base budget is forecasted to increase between 2.9 per cent to 4.37 per cent annually over the coming three years. This figure includes inflationary increases as well as an annual increase of 4 per cent to the capital levy.

The budget forecasts also include minor one-time only costs and revenues, ranging from 0.07 per cent to 0.50 per cent. Examples of these are minor capital and continuous essential Fire training.



Increasing budgets to meet the needs of the City as it continues to grow and expand is referred to as “growth” in the budget. This is forecasted to increase the tax levy by approximately 0.32 per cent to 0.75 per cent annually over the coming three years. This growth is funded through assessment growth, which is forecasted to be approximately 1 per cent in 2025 and 1.37 per cent through 2026 and 2027. Assessment growth, representing the increased tax base of the City from new construction and major renovations, offsets the impacts of growth-related costs and those from capital to service the growing City.

• [City of Cambridge 2024 Draft Budget and Business Plan](#)/Tax-Supported Operating Budget

The impacts from capital are projected to range between 2.43 per cent to 3.33 per cent over the coming three years.

There are a number of projects planned in the Capital Budget to be debt financed with the debt charges paid from taxes. These are itemized in the table to the right. The annual debt funding needs for these investments in the City’s infrastructure are projected to have a combined tax rate impact of 2.15 per cent in 2025, 1.44 per cent in 2026, and 0.53 per cent in 2027.

As the City expands, setting aside funding for the future rehabilitation and replacement of the new assets - such as roads, parks and trails - is important to ensure sustainability of the City’s capital infrastructure. This makes sure that the services provided today can continue to be provided in the future as these assets age. It is also included in the City’s Capital Reserve and Reserve Fund Policy which was approved through the Financial Review by BMA Management Consulting Inc. in 2014. The upcoming years of the City’s capital investment plan includes a significant amount of investment in these new assets that support the development and intensification of the City. Setting aside funds for their future rehabilitation and replacement is projected to have a tax levy impact of 0.71 per cent in 2025, 0.21 per cent in 2026, and 0.31 per cent in 2027.

PROJECT	DEBT IMPACTS TO 2025-2027 OPERATING FORECAST
Recreation Complex	1.42%
Blackbridge Road and Bridge	0.73%
Riverside Dam	1.44%
Townline Road	0.53%
<b>Total Projected Debt impacts</b>	<b>4.12%</b>

• City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

A breakdown of the projected tax rate increases is shown in the table here.

Additional capital impacts include:

- Increased Technology Services costs in modernizing the City’s technological platforms;
- Operating costs associated with the Cambridge Sports Park expansion;
- Operating costs associated with the multi-use recreation campus; and
- Various other capital impacts such as operating maintenance and equipment costs to maintain new infrastructure in the growth areas of the City.

TAX-SUPPORTED OPERATING BUDGET PROJECTIONS			
Budget component	2025	2026	2027
Base Budget	4.37%	2.90%	3.77%
One-Time	0.50%	0.12%	0.07%
Growth	0.32%	0.72%	0.75%
Impacts from Capital - Debt Costs	2.15%	1.44%	0.53%
Impacts from Capital - Contribution for Rehabilitation & Replacement of Growth Assets	0.78%	0.26%	0.31%
Impacts from Capital - Technology Services	0.14%	0.00%	-0.01%
Impacts from Capital - Cambridge Sports Park Expansion	-0.14%	-0.05%	0.00%
Impacts from Capital - Recreation Complex	1.69%	0.87%	0.43%
Impacts from Capital - Other	-1.29%	0.15%	1.17%
Assessment Growth	-1.00%	-1.35%	-1.35%
<b>Forecasted Tax Rate Increase</b>	<b>7.52%</b>	<b>5.06%</b>	<b>5.67%</b>

## CHALLENGES & OPPORTUNITIES

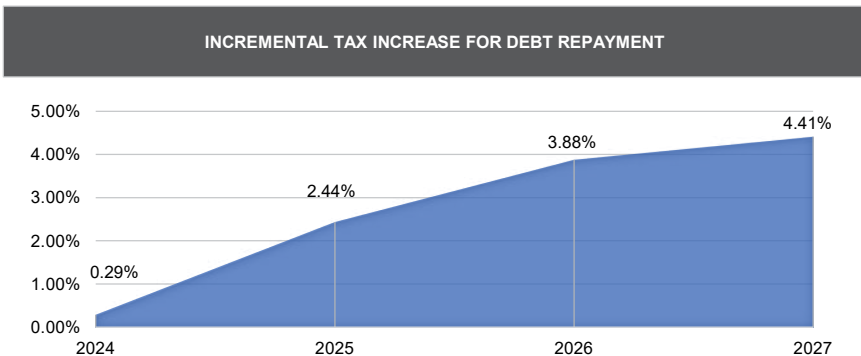
### Debt Management

The Ministry of Municipal Affairs and Housing regulates the amount of debt that municipalities may carry by setting an annual repayment limit of 25 per cent of a municipality’s net own source revenues. To ensure financial sustainability and minimize risk, the City of Cambridge’s Debt Policy further limits its debt capacity to 10 per cent of own source revenues for tax-supported debt and 15 per cent of own source revenues including rate-supported debt charges.

The City currently has outstanding debt obligations of \$67.0 million, plus an additional \$49.1 million in debt that has been approved but not yet issued due to the timing of cash requirements on the capital projects. The annual repayment amount on the City’s debt issued to date equates to approximately 3.3 per cent of the City’s own source of revenue, well within the policies set by the City and the Ministry. Including the additional debt that has been approved but not yet issued would bring this debt repayment ratio to 6.7 per cent.

Looking into the future, the 2024 Capital Budget forecasts debt financing of \$139.7 million between 2024 and 2028, of which \$87.2 million is to be funded through development charges and \$52.5 million is to be funded through taxes. Approving debt as a source of funding for capital projects results in an immediate increase to the Operating Budget for the future debt principal

and interest payments. These increases each year will be in addition to inflationary impacts to maintain existing services, as well as any other operating impacts from capital projects such as the Recreation Complex once it is opened. With the addition of approved but unissued debt and debt forecasted in the City’s ten-year capital plan, it will result in an increase in the tax levy of 4.41 per cent over the next four years and increase the City’s annual repayment limit to 13.01 per cent by 2027. The debt forecasted for 2028 is funded from development charges and therefore has no impact on the tax levy in that year.



City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

These impacts result from the following capital projects and are estimated based on assumptions of underlying economic conditions and future interest rates as well as timing of the capital projects.

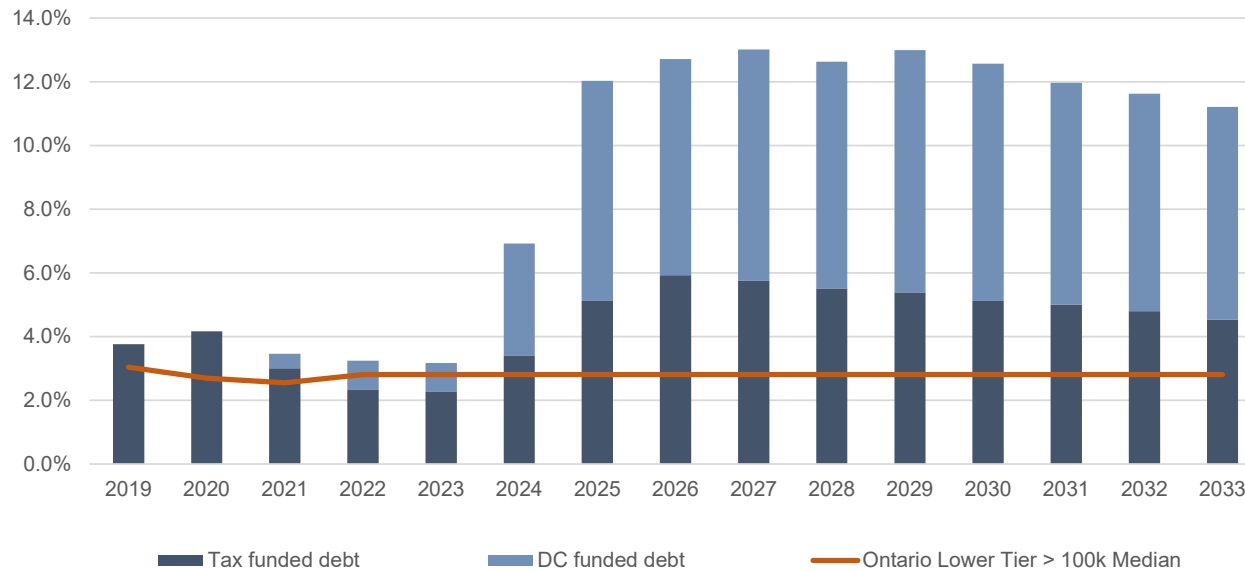
DEBT IMPACT PROJECTIONS FROM CAPITAL PROJECTS					
Capital Project	2024	2025	2026	2027	Total
Blenheim Road	0.13%				0.13%
Preston Auditorium	0.16%				0.16%
Recreation Complex		1.42%			1.42%
Blackbridge Road and Bridge		0.73%			0.73%
Riverside Dam			1.44%		1.44%
Townline Road				0.53%	0.53%
<b>Total Impact</b>	<b>0.29%</b>	<b>2.15%</b>	<b>1.44%</b>	<b>0.53%</b>	<b>4.41%</b>

City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

The issuance of this debt will impact the City’s annual debt repayment limit calculation. In the calculation of the debt limit, debt that will be funded through development charges revenues is combined with tax-supported debt which helps to minimize risk in the event there is a downturn in the economy or if the Province introduces new legislation that impacts the collection or overall amount of development charges revenues for the City. If revenues collected from development charges are not enough to meet the debt payments then they must be paid from tax-supported funds.

As previously noted, the City’s current debt repayment limit calculation is approximately 3.3 per cent of the City’s own source revenues. As the City issues more debt, this will rise to a peak of approximately 13.01 per cent by 2027, as shown in the chart below. As this includes the debt funded from development charges, it remains within the City’s policy which allows a limit of 15 per cent for rate-supported debt. However, it is also important to consider the impact this has on the City’s tax levy and monitor Cambridge’s tax affordability.

TAX DEBT LIMIT



City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

Another measure of the City’s debt is the amount of total debt outstanding per capita, including all debt whether it is funded through taxes, water utility rates, or development charges. As of the 2022 year-end, this was approximately \$368 per person based on debt issued to date. With the addition of approved but unissued debt and debt forecasted in the City’s ten year capital plan, this is expected to rise to approximately \$1,350 per person in 2026. Though in 2027 we are issuing the greatest amount of debt, due to the increase in the forecasted population that year the debenture peak is realized in 2026. This places the City at the highest end of the range of large lower tier municipalities in Ontario, based on data obtained through the study performed by BMA Management Consulting Inc. that looked at 2022 data from all municipalities across the province.

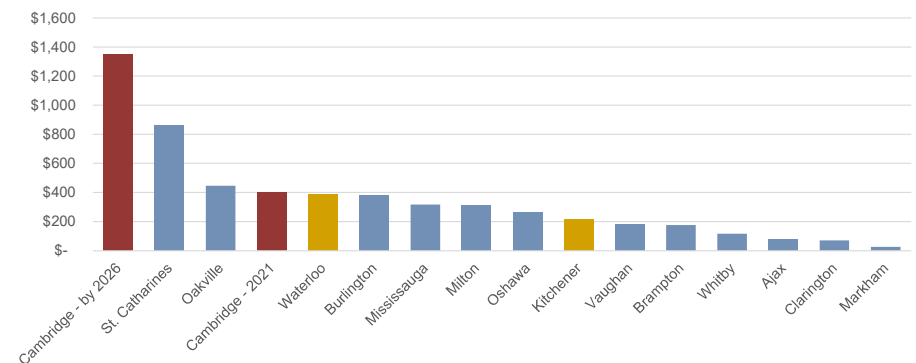
Alternative options to help address funding gaps on capital projects include:

- Many municipalities have implemented a dedicated infrastructure levy that is used to fund the rehabilitation of existing assets and reduce their infrastructure deficit. If the City were to implement a dedicated infrastructure levy instead of increasing the tax levy to pay debt charges, the rehabilitation of assets could be funded from this levy which would free up funding to go towards new infrastructure. Further information on a dedicated infrastructure levy is contained within page 90 of the capital summary.
- Council could direct staff to review the debt policy to either

increase the current limit of 10 per cent of own source revenues or consider a better balance in funding projects, such as limiting debt funding to only 30 per cent of a project’s total funding needs. The policy could also be even more restrictive in regards to future debt and start working towards a pay-as-you go policy. Other municipalities have implemented this kind of a policy and only issue debt for large, special projects that may have a greater payback in the future such as certain economic development projects.

Staff will continue to monitor and report on the City’s debt projections, ensuring transparency through the capital financing and decision-making processes.

**TOTAL DEBT PER CAPITA (LOWER TIER >100,000)**



## City of Cambridge 2024 Draft Budget and Business Plan/Tax-Supported Operating Budget

### Sustainability of Reserve Funds

To continue to maintain the existing levels of service to the public in the future, the City needs to increase its funding towards capital rehabilitation and replacement. Due to a shortfall in capital levy funding, a number of projects remain unfunded within the ten-year Capital Budget and the City's infrastructure gap continues to grow.

To address these challenges, many municipalities have implemented special dedicated infrastructure levies or special capital levies, including the City of Waterloo, Township of Wilmot, and Township of Woolwich. This designated tax rate increase is specifically associated with the City's infrastructure. The levy also has the benefit of lessening the impact that infrastructure needs have on the base budget which typically is targeted to increase by no more than inflation annually. Given construction prices continue to rise at levels much higher than the Consumer Price Index measure of inflation, limiting the capital contribution to only inflation would not allow the City to make any headway on its infrastructure gap.

As the City constructs or acquires new assets to support growth – such as roads, parks and trails – it is also important to ensure that the addition of this new infrastructure does not further increase the existing infrastructure gap. The 2024 budget includes \$0.6 million (a 0.54% tax rate increase) of sustainable capital contributions based on life-cycle costing of new assets approved through the previous years' capital budgets, including for the Blenheim Road reconstruction, Cambridge West development projects, and active transportation projects. With significant amount of investment in new assets in the upcoming years of the City's capital investment plan, setting aside funds for their future rehabilitation

and replacement is projected to have a tax levy impacts ranging from 0.21 to 0.71 per cent per year over the next three years.

These challenges and opportunities associated with the City's infrastructure needs are further discussed in the Capital Budget Summary section on pages 71 to 96.

### Economic Impact

The 2024 budget has been prepared based on the prevailing economic conditions and forecast in the fall of 2023. The Bank of Canada at this time has announced that it expects to maintain the policy interest rate at its current level. This status is conditional on future economic developments therefore there remains some uncertainty based on the direction of the economy in 2024. Additionally, the budget has been prepared based on the assumption of CPI inflation reducing to 2.5 per cent in 2024 from its current 3.8 per cent at time of budget preparation. Should these factors materialize differently than assumed, such as a higher than anticipated inflation rate leading to increased costs, the City will review the impacts through mid-year forecast and financial updates to Council.

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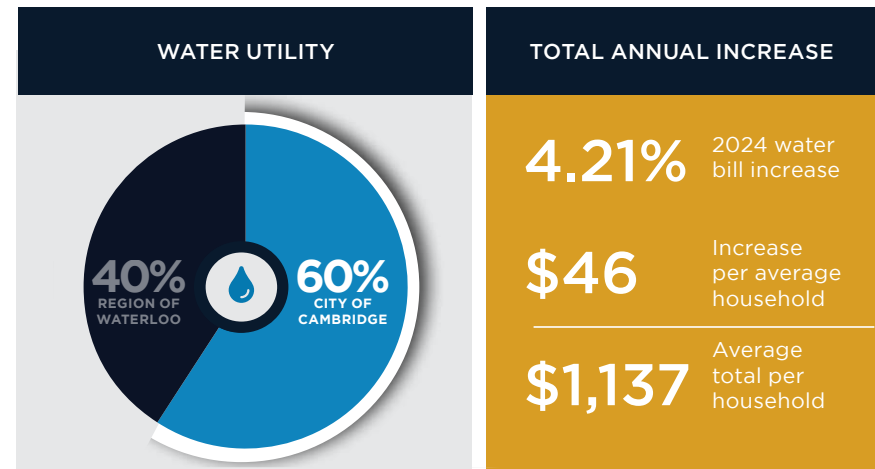
# Water Utility Budget

## SUMMARY

The Water Utility Budget determines the City’s water and wastewater rates, paid on Cambridge water bills. The budget covers the daily costs of running the water and wastewater utilities, including the purchase of clean water and wastewater treatment from the Region of Waterloo.

The 2024 Water Utility Budget includes gross expenditures of \$80.4 million. The budget is balanced, as required through provincial legislation, so that revenues equal expenses. The water utility operations maintain a water distribution system that meets the requirements of the Safe Drinking Water Act. This is done through regular testing of the system along with routine maintenance activities. The wastewater collection system is also routinely inspected to prevent critical infrastructure failures. As a result of these inspection and maintenance activities, there was a 66 per cent reduction in sanitary main blockages since 2020. The City’s flow monitoring program has led to decreased inflow and infiltration from 32 per cent in 2016 to 20 per cent in 2023.

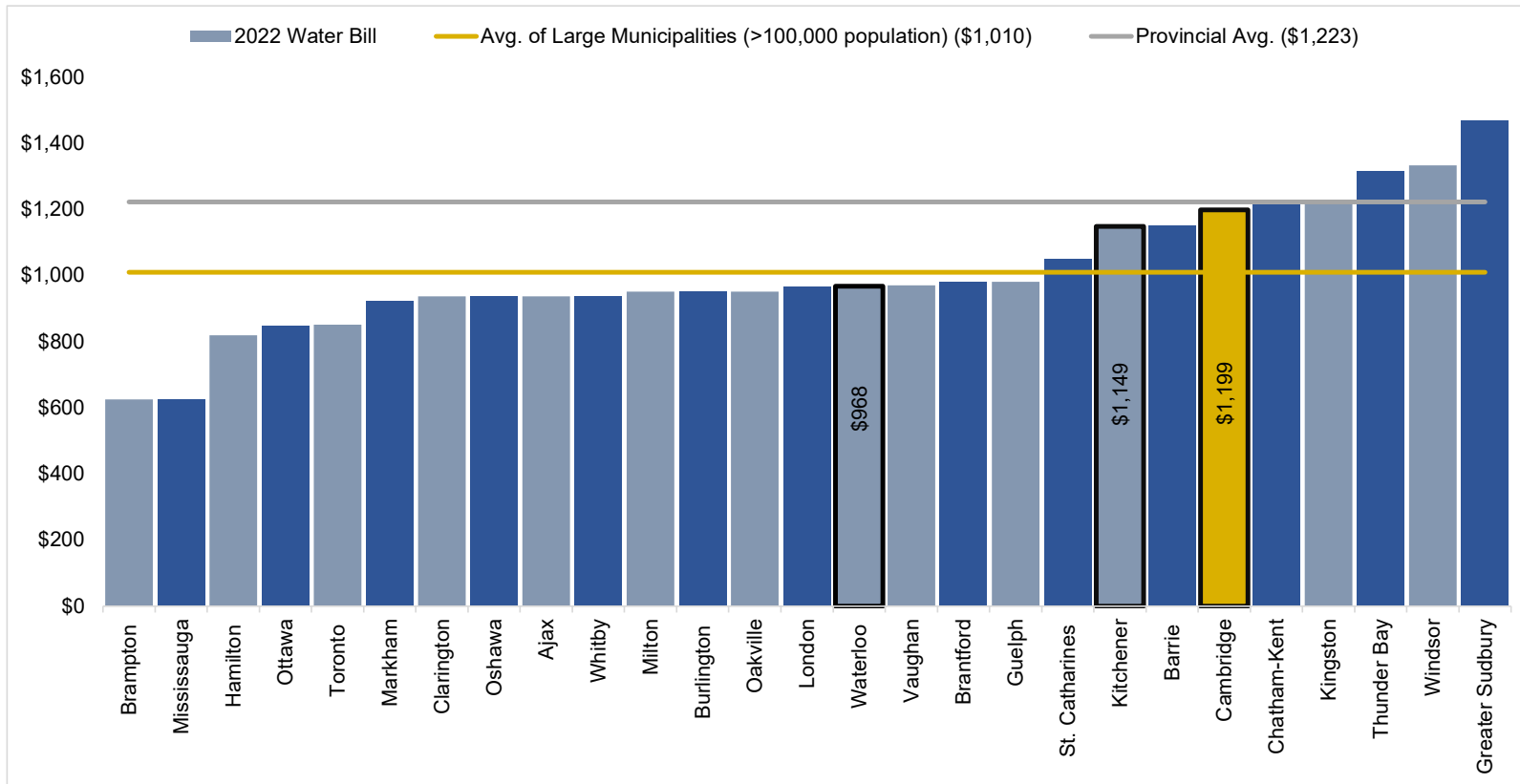
Estimated water consumption has been updated for the 2024 budget to 170 cubic meters which results in an average household utility bill of \$1,137. In 2023 the average household water consumption was estimated to be 204 cubic meters with an average utility bill of \$1,266 per household. For comparison purposes, the average utility bill in 2023 based on 170 cubic meters would be \$1,091. This represents an annual increase of \$46 or 4.21 per cent over 2023. Of this, \$22 or 1.99 per cent is for the treatment of water and wastewater by the Region of Waterloo, the cost of which is passed down to the City’s water bill. The remaining \$24 or 2.23 per cent increase reflects the cost of maintaining the City’s water and sewer networks, as well as increased investment towards sustainability of the City’s core infrastructure.



### COMPARISON TO OTHER MUNICIPALITIES

The estimated annual water bill for Cambridge residents is slightly below the provincial average as calculated by BMA Management Consulting Inc. in their 2022 Municipal Study\*.

### ANNUAL WATER BILL FOR AVERAGE HOUSEHOLD (200 CUBIC METRE CONSUMPTION)



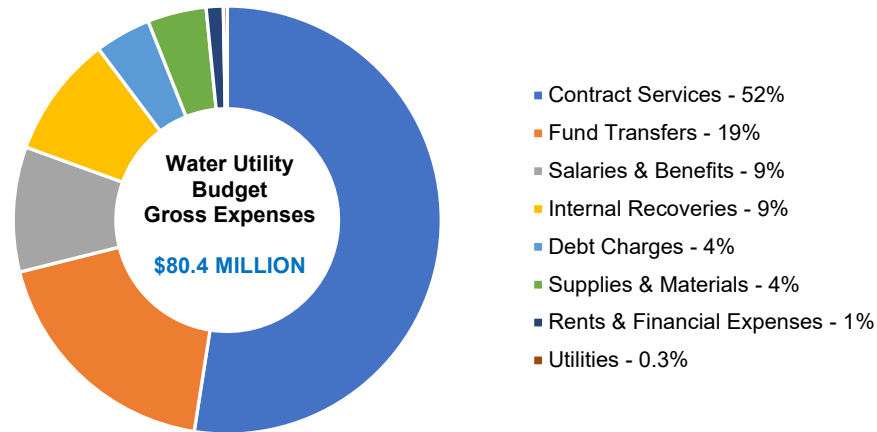
\*Source: BMA Management Consulting Inc. 2022 Municipal Study; 2023 study results have not yet been published.

City of Cambridge 2024 Draft Budget and Business Plan/Water Utility Budget

The ability to pay, as estimated using average household income, may vary for each community. This is an important check in determining the affordability of utility bills. BMA Management Consulting Inc. also computed this affordability check in their 2022 Municipal Study\*. For the average residential household in Cambridge, the 2022 water bill represented 1.2 per cent of estimated income, which is in line with the provincial average.

CITY	2022 EST. AVG. HOUSEHOLD INCOME	2022 AVERAGE RESIDENTIAL WATER BILL (200M <sup>3</sup> )	2022 WATER BILL AS % OF HOUSEHOLD INCOME
Cambridge	\$ 103,508	\$ 1,199	1.2%
Waterloo	\$ 115,787	\$ 968	0.8%
Kitchener	\$ 96,985	\$ 1,149	1.2%
Average of all Ontario Municipalities	\$ 110,000	\$ 1,223	1.1%
Median of all Ontario Municipalities	\$ 103,889	\$ 1,150	1.1%

\*Source: BMA Management Consulting Inc. 2022 Municipal Study; 2023 study results have not yet been published.



**EXPENSES**

Major components of the water utility budget can be summarized by the specified expense categories.

• [City of Cambridge 2024 Draft Budget and Business Plan](#)/Water Utility Budget

**Contract Services**

Contract services represent 52 per cent of the water utility gross expenses. The largest cost in the water utility budget is the purchase of clean water and wastewater treatment from the Region of Waterloo. The Region’s rate for water treatment has increased by 3.9 per cent, and their rate for wastewater treatment has increased by 4.9 per cent. Of the average annual 2024 household water bill totaling \$1,137 (based on estimated consumption of 170 cubic meters), 40 per cent directly relates to the purchase of these services from the Region. Other contract services include meter reading and professional services in the sewer lateral maintenance program.

**Fund Transfers**

A portion of water utility bills is used to support major rehabilitation and replacement of water and wastewater infrastructure, represented by the fund transfers expense category and 19 per cent of gross expenses. These transfers are based on the water and wastewater long-range financial plan, with the principle of full sustainability in accordance with O. Reg. 453/07. The transfers are used for the water and wastewater capital investment plan in the City’s capital budget.

**Internal Recoveries**

Internal recoveries represent 9 per cent of water utility expenses. These expenses are the corporate overhead recovery to the tax-supported operating budget. Recovery amounts are based on direct costs and funding percentages established as part of the long-range water and wastewater financial plan. A portion of certain divisions directly support water utilities, and this portion is recovered from the water bills through these internal recoveries.

These programs include:

- Asset Management & Project Management
- Financial Services
- Engineering Services
- Operations
- Planning
- Building Services
- Technology Services
- General corporate overhead for administration

**Debt Charges**

The City’s debt policy balances several considerations when determining whether projects should be funded from a pay-as-you-go approach versus debt financing. These considerations include:

- The opportunity cost of using cash that could be deployed elsewhere;
- The need to manage and protect asset replacement funds over time
- The cost of capital;
- Whether or not benefits will accrue to future ratepayers, which favours spreading out the repayment terms through debt financing; and
- The useful life of the investment.

As per this debt policy, rate-supported debt charges will be limited to 15 per cent of the City’s rate-supported revenues, which the City is currently well below for the Water Utility.

• [City of Cambridge 2024 Draft Budget and Business Plan](#)/Water Utility Budget

The 2024 Water Utility Budget includes \$3.4 million of debt payments for the development and rehabilitation of previously approved capital infrastructure.

**Other Costs**

Other costs in the Water Utility Operating Budget include:

- Salaries and benefits (9 per cent of water utility expenses);
- Supplies and materials (4 per cent of water utility expenses);
- Rents and financial expenses (1 per cent of water utility expenses); and
- Utilities (0.3 per cent of water utility expenses).

These costs are primarily to support the ongoing maintenance and repairs of the City’s water and wastewater infrastructure.

**REVENUES**

The water utility budget is funded through the following sources:

- User fees and charges;
- Penalties and interest; and
- Transfers from reserve funds.

User Fees and Charges represent 97.7 per cent of the funding, paid through the water utility bill and other fees charged on a cost recovery basis for services. Interest is charged on overdue payments, making up 0.21 per cent of funding.

Transfers from reserve funds represent 2.1 per cent of the total funding.

**ADVANCED METER INFRASTRUCTURE**

In February of 2018, Council approved a smart water meter project to install or retrofit smart meters in homes throughout the city. Smart meters will utilize an advanced metering infrastructure (AMI) system to provide remote meter reading, data analysis and alerts for possible leak or flow problems. The project was completed in 2023 and it is now being utilized to reduce water loss and offer an enhanced customer experience and billing platform to the residents and businesses in the City of Cambridge.

### STAFF COMPLEMENT CHANGES

The 2024 Water Utility Operating Budget includes a total staffing complement of 101.75 full-time equivalents (FTEs). The table below highlights the changes in FTEs from 2023.

DEPARTMENT	2022 BUDGET RESTATED	2023 BUDGET RESTATED	2024 REALLOCATION OF STAFF	2024 GROWTH & CAPITAL IMPACTS	2024 TOTAL FTE
Water	57.78	58.90	(2.06)	-	56.84
Sewer	38.90	43.97	0.94	-	44.91
<b>Total FTE</b>	<b>96.68</b>	<b>102.87</b>	<b>(1.12)</b>	<b>-</b>	<b>101.75</b>

The 2024 Water Utility Budget includes a net decrease of 1.12 FTEs.

- Certain positions in the tax-supported operating budget are funded in part through water and sewer rates, as they directly support both tax and water utility operations. The portion recovered through the rates is periodically reviewed to ensure appropriate cost distribution between the tax and water/sewer

funds. These recoverable rates were adjusted for certain positions through the 2024 budget. This results in no change to FTEs overall, however does reflect a redistribution of FTEs between the Operating and the Water Utility budgets.

- There are no new growth FTEs for the 2024 Water Utility Operating Budget as shown in the above table.

City of Cambridge 2024 Draft Budget and Business Plan/Water Utility Budget

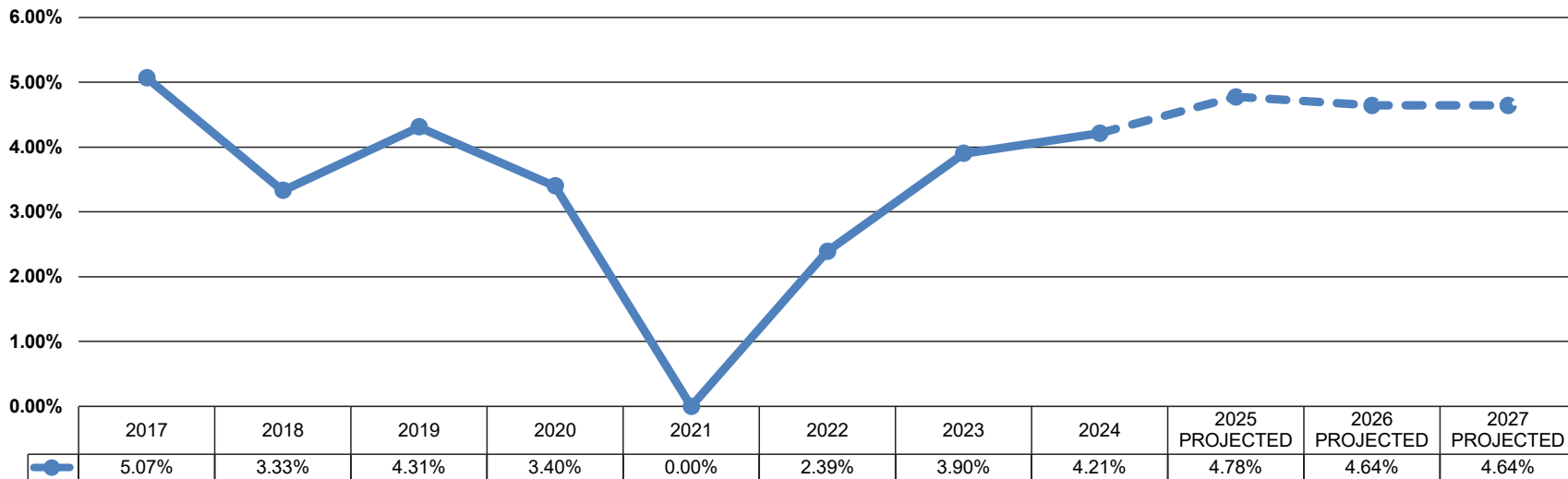
**WATER UTILITY BUDGET FORECAST**

In accordance with provincial legislation, the City completed an update to its water and wastewater long-range financial plan in 2019. This update reviewed the sustainability of the City’s water and wastewater infrastructure, and set the target for annual revenue increases of 3.9 per cent over the next 10 years. Since the completion of the long-range financial plan, the City is now

projecting water utility increases that are above the targets set in the long-range financial plan. The increases are a result of higher than anticipated Regional water and sewer rates over the past two years.

The 2024 and projected water utility rate increases for 2025, 2026 and 2027 are shown on the following graph as a dotted line.

**ANNUAL WATER UTILITY INCREASE FORECAST**



In accordance with the City’s Drinking Water System License, the City will be updating its long-range financial plan for water utility in the spring of 2024. As a result, the projections noted in the above graph may change.

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# | Capital Budget

## SUMMARY

The Capital Budget is the City's capital investment plan, covering repairs and renovations to existing City assets as well as new assets built or acquired to support growth or strategic economic investment. The City is committed to maintaining infrastructure in a state of good repair to provide reliable and efficient services, building new infrastructure for service enhancement or future growth, and implementing priorities identified by the City's Strategic Plan. The capital investment plan is prepared in collaboration with the Region of Waterloo and other utilities to coordinate infrastructure renewal. Capital is funded from a combination of property taxes, water and sewer rates, development charges, debt, and the Canada Community-Building Fund (CCBF, formerly known as the Gas Tax Fund, and other reserve funds).

Over the past five years, the City's annual capital investment plan has included an average of 79 projects with an average annual spend of \$66.1 million. The 2024 capital investment plan includes 84 capital projects totaling \$167.7 million. The Recreation Complex construction project accounts for 61 per cent, \$102.3 million, of this total. The project will create new recreation amenities for the City and provide a benefit to existing users by replacing the aging John Dolson Centre. Funding for the Recreation Complex construction is allocated 20 per cent from tax supported debt and 80 per cent from growth supported development charges and debt. The reconstruction of Blackbridge Road and bridge is another large project planned for 2024. This project also has a split between growth and tax supported funding; 33 per cent of funding is allocated from tax supported debt and 67 per cent from growth debt.

Considering the split in funding for the two large projects, approximately 36 per cent of the 2024 capital investment plan is towards reconstruction and renewal projects to maintain the City's aging infrastructure in a state of good repair. Another 62 per cent is invested in infrastructure development to accommodate growth and intensification in the City. Excluding the two large projects planned for 2024, the investment in renewal of existing assets is \$33.6 million. In comparison, the 2023 capital investment plan invested \$34.5 million in renewal of existing assets. The remaining amount is invested for other City initiatives such as rates and fees studies, heritage designation reviews and policy planning.

The City owns, operates and maintains public infrastructure with an estimated replacement value of \$3.8 billion. In April 2019, Cambridge Council approved an updated Strategic Asset Management Policy to further strengthen the role of municipal asset management within municipal planning and budgeting. The approval of this policy was the first step in meeting the requirements under Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure. Further, Council has approved an updated Asset Management Plan in 2020 in compliance with Ontario Regulation 588/17. The updated Asset Management Plan includes all assets, with the objective of defining levels of service and identifying financial strategies to meet the City's asset rehabilitation and replacement needs. The 2024 capital investment plan includes a project to update the Asset Management Plan.

The capital investment plan includes a budget for 2024 projects and a forecast for the next nine years. The 2024- 2033 total is \$725 million, which includes \$461 million for renewal of existing infrastructure and \$264 million for new infrastructure.

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

A complete listing of the City’s 2024 Capital Budget is included below and the capital project detail sheets for these projects are available in Appendix E. Further details of the 2024 Capital Budget and 2025-2033 forecast can be found in the Capital Forecast Details section on pages 203 to 234.

2024 CAPITAL PROJECTS

Project Description		10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2024 Capital Projects</b>									
<b>Asset Management and Project Management</b>									
1	A/00786-20 Asset Management Plan - Phase 3	357,000	157,000		200,000				
<b>Office of the City Clerk</b>									
2	A/01495-20 Records and Information Management	150,000	150,000						
<b>Engineering and Transportation Services</b>									
3	A/00469-40 Lions Can Amera Splashpad Design and Build	860,000		860,000					
4	A/00492-40 Blackbridge Rd and Bridge Reconstruction	20,600,000						6,863,000	13,737,000
5	A/00570-30 Infrastructure Design (2024)	536,000	166,000		370,000				
6	A/00571-30 East Side Middle Block Rd Design (Fountain to NS Collector)	670,700	49,100	621,600					
7	A/00571-41 Middle Block Road Trunk Sanitary Sewer	2,953,000		2,082,800			870,200		
8	A/00588-40 Playground Replacement - Stirling MacGregor Park	222,000	222,000						
9	A/00598-30 Bridge & Culvert Design	250,000		250,000					
10	A/00612-40 Playground Replacement - Sault Park	230,000	125,400			104,600			
11	A/00675-42 Elgin Street North Utility Relocations	300,000	100,000		200,000				
12	A/00750-40 SWM Pond 151 Rehabilitation	605,000	372,000				233,000		
13	A/00765-40 Parklawn Cemetery Roads	430,000			430,000				
14	A/00987-40 Asphalt Resurfacing Program (2024)	945,000	945,000						
15	A/01018-20 Bishop St N (Franklin-CanAmer) - EA	210,100	31,500	178,600					
16	A/01080-40 Argyle Street North and South Reconstruction	1,618,000	848,000		770,000				
17	A/01081-40 Glendale Place and Ash Street Reconstruction	1,723,000	840,000		883,000				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

Project Description		10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debtenture	Growth Debt
<b>2024 Capital Projects</b>									
18	A/01082-40 Oxford St. Reconstruction	2,990,000	146,500		1,516,500	1,327,000			
19	A/01083-40 Albert St. Reconstruction	2,665,000	73,000		1,452,000	1,140,000			
20	A/01100-40 Trail Bridges (2024)	450,000	450,000						
21	A/01104-30 Park Dev Isherwood Design	51,000		51,000					
22	A/01107-40 Trail Dev - South Point Ph 2 (Bosdale)	356,700		356,700					
23	A/01171-40 Edward St. Retaining Wall Renewal Replacement	715,000	715,000						
24	A/01195-31 Limerick Road Design	202,500	202,500						
25	A/01204-40 Sidewalk Installation - Preston Parkway	293,000	44,000	249,000					
26	A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis	482,000				482,000			
27	A/01212-30 Park Dev Lakeview/Morrison Development Design	71,700		71,700					
28	A/01240-30 West River Road Trunk Sanitary Access - Design	90,000			90,000				
29	A/01294-40 Blenheim Road Reconstruction (2024)	3,440,000	285,000		863,500	1,596,000	695,500		
30	A/01313-40 Sanitary Lining Citywide (2024)	1,950,000			1,950,000				
31	A/01358-40 City-Wide Speed Limit Signage Implementation (2024)	287,500	287,500						
32	A/01444-40 Dickson St. Parking Lot Storm Improvements	350,000			350,000				
33	A/01445-40 Mill Creek Road Watermain	960,000			960,000				
34	A/01446-40 Sault Park - New Playground	217,800	187,800				30,000		
35	A/01463-40 Park Dev Saginaw Subdivision	235,000		235,000					
36	A/01488-40 Sidewalk Installation - Edward Street (2024)	75,000	75,000						
37	A/01489-30 Saginaw Parkway at Green Vista Drive Intersection Improvements - Detailed Design (2024)	100,000	85,000	15,000					
38	A/01499-30 Hespeler Transportation Assessment (2024)	150,000		75,000			75,000		
<b>Risk and Facilities</b>									
39	A/00460-40 Heritage Restore - Cambridge Community Theatre	173,700	173,700						
40	A/00553-30 Heritage Reno - Hespeler Town Centre - Design	300,000	300,000						
41	A/00698-40 City Hall - Curtain Wall & Parapet Flashing - Construction	400,000			400,000				
42	A/01236-20 Building Condition Assessments (2024)	200,000			200,000				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

Project Description		10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debtenture	Growth Debt
<b>2024 Capital Projects</b>									
43	A/01398-40 Galt Arena Door Replacement	140,000			140,000				
44	A/01474-40 Landreth Cottage Heritage Restoration	172,000	172,000						
45	A/01479-40 WG Johnson Lunch Room and Storage	130,700	130,700						
46	A/01480-40 City Campus Concrete paver replacement	200,000	200,000						
47	A/01483-30 Soper Park Outdoor Pool Design and Park Plan	450,000		450,000					
<b>Fire Services</b>									
48	A/00590-10 Bunker Gear Phase 1	264,000	264,000						
49	A/01151-10 Fire Fleet Apparatus (2024)	1,322,900			1,322,900				
50	A/01278-10 Light Fire Fleet (2024)	110,000			110,000				
51	A/01411-10 Automated External Defibrillator (AED) Replacement	55,000	55,000						
52	A/01412-10 SCBA Air Packs	84,000	84,000						
53	A/01461-10 Fire Fleet Growth (2024)	155,000		155,000					
<b>Idea Exchange</b>									
54	A/00477-40 Library Roof Replace - Queen Square (92)	418,000	418,000						
55	A/00594-10 Library Materials (2024)	109,000		109,000					
56	A/00595-10 Library Computer Equipment (2024)	503,000	503,000						
57	A/00878-40 Library HVAC Replacement (Preston)	245,000	245,000						
58	A/01368-40 Library HVAC Replacement (Queen's Square)	86,000	86,000						
59	A/01536-40 Library Window Replacement	350,000				350,000			
<b>Operations</b>									
60	A/00900-10 Equipment Replacement (2024)	3,755,000			3,755,000				
61	A/01290-10 Equipment Growth (2024)	326,600		326,600					
62	A/01542-20 Cricket Feasibility Study	50,000	45,000	5,000					
<b>Legal and Realty Services</b>									
63	A/01501-10 Future planned roundabout	500,000		500,000					

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

Project Description		10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debtenture	Growth Debt
<b>2024 Capital Projects</b>									
<b>Planning Services</b>									
64	A/01464-20 Heritage Building List Permit Review	250,000	250,000						
65	A/01518-20 Hespeler Road Corridor Community Improvement Plan (CIP)	1,000,000				1,000,000			
66	A/01519-20 SE Galt and Main Street and Dundas Street CIP	400,000				400,000			
67	A/01520-20 Additional Residential Unit Assistance Program	30,000				30,000			
68	A/01522-20 Heritage Property Designations (OHA)	403,800	403,800						
<b>Recreation and Culture</b>									
69	A/00463-41 Recreation Complex - Construction	102,303,000		35,104,300				20,610,500	46,588,200
70	A/01540-20 Recreation Services Rates & Fees Review	75,000	75,000						
<b>Technology Services</b>									
71	A/00804-40 Corporate Payment System Lifecycle Implementation	400,000	400,000						
72	A/00831-40 Work Order Management System Enhancements (2024)	350,000	350,000						
73	A/00927-10 Laptop/Desktop Replacement Lifecycle (2024)	250,000	250,000						
74	A/01028-40 cityONE (SAP) Lifecycle Updates And Replacements (2024)	500,000	500,000						
75	A/01420-10 Network Equipment Lifecycle/Replacement (2024)	400,000	400,000						
76	A/01510-40 Amanda Roadmap Implementation (2024)	300,000	150,000		150,000				
77	A/01511-40 GIS Roadmap Implementation (2024)	350,000	250,000		100,000				
78	A/01512-40 SharePoint Roadmap Implementation (2024)	100,000	100,000						
79	A/01513-40 ActiveNet Roadmap Implementation (2024)	150,000	150,000						
80	A/01514-40 Security System/Camera Hardware & Application Consolidation (2024)	75,000	75,000						
81	A/01515-40 Telephone Modernization - Teams Phone (2024)	300,000	200,000		100,000				
82	A/01516-40 Connected City (2024)	150,000	150,000						
83	A/01517-40 End-to-End Parking System & Process Digitization (2024)	100,000	100,000						
<b>Water</b>									
84	A/01246-40 Water Meter Replacement Program (2024)	499,400			499,400				
<b>Total 2024 Capital Projects</b>		<b>\$167,678,100</b>	<b>\$13,287,500</b>	<b>\$41,446,300</b>	<b>\$16,812,300</b>	<b>\$6,429,600</b>	<b>\$1,903,700</b>	<b>\$27,473,500</b>	<b>\$60,325,200</b>

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## • City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The 2024 Capital Budget includes equipment replacement project A/00900-10 for \$3.8 million, fire fleet apparatus replacement project A/01151-10 for \$1.3 million, and A/01278-10 fire equipment replacement for \$0.1 million.

The 2024 Capital Budget includes growth equipment project A/01290-10 for \$0.3 million. This includes:

- A zero-trim mower to support maintenance of the Blair Cemetery;
- A zero-trim mower, pickup truck and trailer to support maintenance of new park land in Cambridge West;
- Retrofit of an existing pickup truck to allow for a mobile mechanic service to support onsite minor repairs;
- A road saw to address peak volume utility cut repairs; and
- An automobile for support of storm water management field staff and engineer.

In addition, fire fleet growth project A/01461-10 with a budget of \$0.2 million includes the following items:

- Two fire prevention cars; and
- A light duty pickup truck for the Assistant Deputy Fire Chief.

The equipment included in these projects are detailed on the following pages.

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

EQUIPMENT SUMMARY - REPLACEMENT

Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
<b>Operations</b>									
<b>Parks</b>									
9581	Central East Area Parks	TRACTOR, AGRICULTURAL	TRACTOR	\$65,000	2009	15	Poor	JD series 3, V-Plow, salter, blowers, cab, rear mount offset flail.	Summer-Road Side Grass Winter-Central West Sidewalks.
12222	Central West Area Parks	PICKUP	PICKUP	\$100,000	2012	12	Poor	Regular cab, 8' box.	Crew cab, 8' v-plow winter plow package and salter with dump body insert.
12231	South West Area Parks	MOWER, 72" SIDE DISCHARGE	TRACTOR	\$65,000	2012	12	Poor	Replace with same specifications.	Dual wheel, finishing mower.
14253	North West Area Parks	MOWER, ZEROTURN 72" REAR DISCHARGE	MOWER	\$30,000	2014	10	Poor	72" rear discharge, sun shade, mulching kit.	
9591	Grass Maintenance	TRACTOR, AGRICULTURAL	TRACTOR	\$65,000	2009	15	Poor	JD series 3, V-Plow, salter, blowers, cab, rear mount rotary flail.	
<b>Cemeteries</b>									
14249	Cemeteries	TRACTOR	TRACTOR	\$85,000	2014	10	Very Poor	Manual transmission not suitable.	Hydrostatic with bucket to more suitable solution.
<b>Forestry and Horticulture</b>									
12202	Forestry	DUMP, TANDEM, HIAB CRANE	TANDEM, TRUCK	\$350,000	2012	12	Very Poor	"Reliability is deteriorating on crane truck and is a safety sensitive apparatus. Same specifications as current equipment."	
<b>Roads</b>									
9284	Winter Maintenance	SPREADER, SINGLE AXLE, U BODY	SINGLE, TRUCK	\$425,000	2009	15	Very Poor		
8245	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE, TRUCK	\$425,000	2008	16	Very Poor	Replace with roll-off configuration. deferred from 2023.	
7288	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE, TRUCK	\$425,000	2008	16	Very Poor	Manufacturer of this asset has been defunct since 2009. Components are obsolete contributing to increased operating expense and extended out-of-service periods.	Deferral from 2022 to 2024.

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
11266	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE, TRUCK	\$425,000	2013	11	Very Poor	"As a result of age and fatigue, this truck is deteriorating at an increasing rate and is experiencing significant mechanical failures, extensive maintenance costs and increasing downtime."	
11298	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE, TRUCK	\$425,000	2011	13	Very Poor	"As a result of age and fatigue, this truck is deteriorating at an increasing rate and is experiencing significant mechanical failures, extensive maintenance costs and increasing downtime."	
13151	Right of Way Maintenance	SWEEPER, STREET	SWEEPER, MAINTENANCE	\$525,000	2013	11	Poor	Sweeper experiences a high level of utilization with reliability decreasing due wear and fatigue.	Replace with mechanical sweeper.
13165	Right of Way Maintenance	PICKUP, CREWCAB	PICKUP	\$55,000	2013	11	Poor		
<b>Environmental Services</b>									
<b>Water</b>									
12115	Watermain Maintenance	TRUCK, SERVICE BODY, VALVE TURNING	SERVICE BODY TRUCK, UTILITY TRUCK	\$240,000	2012	12	Poor	Replace with same specifications.	
<b>Clerks</b>									
<b>Bylaw</b>									
7524	By-Law Services	AUTOMOBILE, HYBRID	AUTOMOBILE	\$50,000	2009	15	Very Poor	Replace with EV.	

### FIRE REPLACEMENT EQUIPMENT

Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
<b>Fire Services</b>									
<b>Station 1</b>									
7536	Fire	CAR 1 (STATION 1)	PICKUP	\$65,000	2014	10	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition.	Replacement of equipment at the end of life cycle for service continuity.
7528	Fire	CAR 7 (STATION 1) FP-31	AUTOMOBILE	\$45,000	2010	14	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition.	Replacement of equipment at the end of life cycle for service continuity.

### FIRE REPLACEMENT - APPARATUS

Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
<b>Fire Services</b>									
<b>Station 3</b>									
7576	Fire	AERIAL 39 (STATION 3)	PUMPER	\$1,322,900	2004	20	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition. Station 3 Aerial to be replaced with a Pumper.	Replacement of equipment at the end of life cycle for service continuity.

## EQUIPMENT GROWTH

Growth Equipment	Amount	Total Operating Impacts	Explanation of Purpose and Need
<b>Operations</b>			
<b>Cemeteries</b>			
Zero Turn Mower	\$26,000	\$3,000	To support maintenance of Blair Cemetery
<b>Parks</b>			
Pickup Truck	\$106,200	\$8,500	Cambridge West (Bismark Subdivisions) - Single Cab, V-Plow, Dump Insert, Spreader
Zero Turn Mower	\$25,400	\$3,000	Cambridge West (Bismark Subdivisions) - 72: Rear discharge
Trailer	\$12,200	\$1,800	Cambridge West (Bismark Subdivisions) - Deck Over trailer for Zero Turn Mower
<b>Fleet Services</b>			
Retrofit Pick-up Truck	\$60,000		Retrofit existing Pick-up truck to support mobile mechanic service to support onsite minor repairs
<b>Roads</b>			
Road Saw	\$46,800	\$4,200	Additional road saw to address peak volume utility cut repairs.
<b>Environmental Services</b>			
<b>Storm</b>			
Automobile	\$50,000	\$6,000	To support Water Resources Engineer and field staff administering utility expansion and replacement permits

## FIRE EQUIPMENT GROWTH

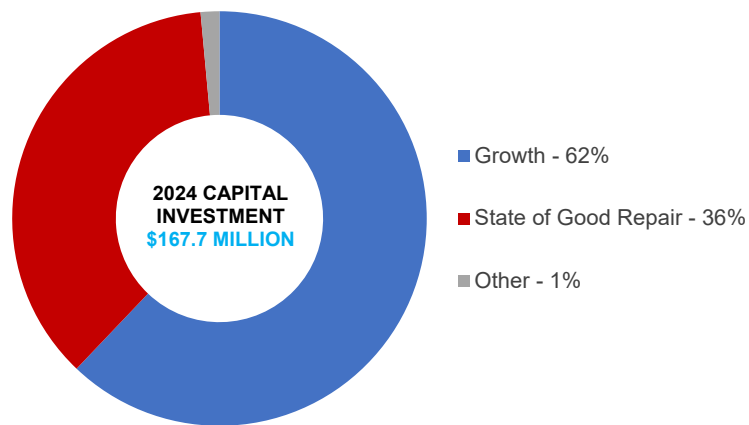
Growth Equipment	Amount	Total Operating Impacts	Explanation of Purpose and Need
<b>Fire Services</b>			
<b>Station 1</b>			
Fire Prevention Car (Station 1)	\$45,000	\$1,800	Growth of the Community Risk Reduction division requires simultaneous transportation of staff to different off-site locations to conduct fire safety inspections of the growing property stock throughout the city.
Fire Prevention Car (Station 1)	\$45,000	\$1,800	Growth of the Community Risk Reduction division requires simultaneous transportation of staff to different off-site locations to conduct fire safety inspections of the growing property stock throughout the city.
Light Duty Pick-up Truck	\$65,000	\$3,500	The Assistant Deputy Fire Chief is on an on-call rotation which requires emergency lighting, radio and decals (not suitable for a personally-owned vehicle). The vehicle would also be utilized for the transportation of Emergency Management supplies and materials.

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The conditions of the equipment to be replaced on the preceding pages are based on the following definitions, taken from ISO 55000 condition assessment practices.

Condition	Description	Source
<b>Very Good</b>	<ul style="list-style-type: none"> <li>Well-maintained with no deficiencies</li> <li>New or recently rehabilitated asset</li> </ul>	<ul style="list-style-type: none"> <li>Condition assessment</li> <li>Asset age less than 20% of lifespan</li> </ul>
<b>Good</b>	<ul style="list-style-type: none"> <li>Superficial wear and tear</li> <li>May require minor operational maintenance</li> <li>Asset is in an early stage of useful life</li> </ul>	<ul style="list-style-type: none"> <li>Condition assessment</li> <li>Asset age within 20-40% of lifespan</li> </ul>
<b>Fair</b>	<ul style="list-style-type: none"> <li>May show slight signs of deterioration and require maintenance</li> <li>Asset is in mid-stage of useful life</li> </ul>	<ul style="list-style-type: none"> <li>Condition assessment</li> <li>Asset age within 40-60% of lifespan</li> </ul>
<b>Poor</b>	<ul style="list-style-type: none"> <li>Observable deterioration requiring repairs</li> <li>Frequent component failures</li> <li>May require monitoring and maintenance or rehabilitation</li> <li>Has a history of asset failures causing service interruptions</li> <li>Asset is in later stage of useful life</li> </ul>	<ul style="list-style-type: none"> <li>Condition assessment</li> <li>Asset within 60-80% of lifespan</li> </ul>
<b>Very Poor</b>	<ul style="list-style-type: none"> <li>Shows major signs of deterioration and requires ongoing monitoring to prevent service interruptions</li> <li>Potential to become unfit for providing service</li> <li>Asset is in last stage of useful life</li> </ul>	<ul style="list-style-type: none"> <li>Condition assessment</li> <li>Asset age older than 80% of lifespan</li> </ul>

The 2024 Capital Budget of \$167.7 million is categorized by the following investment types:

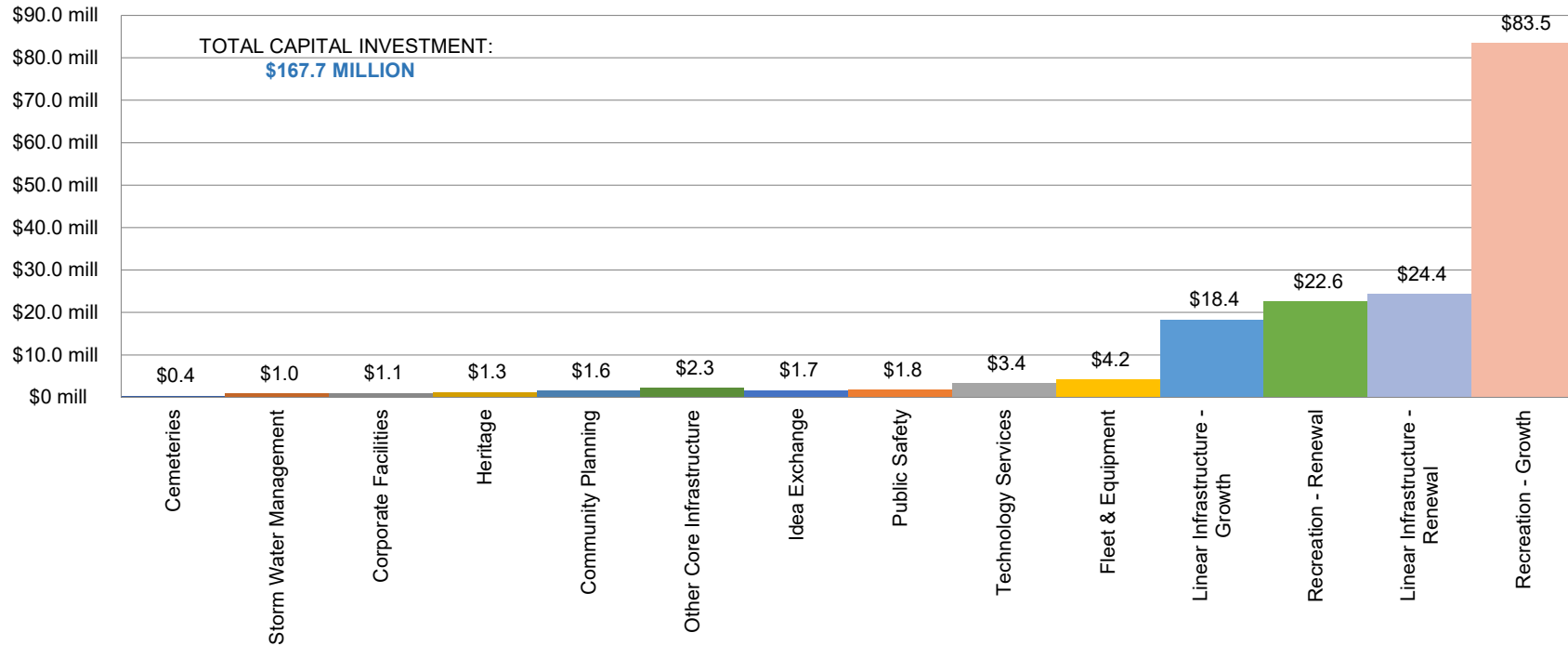


Of the total 2024 capital investment, 36 per cent is allocated to keeping the City’s infrastructure in a state of good repair through ongoing replacement and rehabilitation of assets. Another 62 per cent is invested to support the economic growth and intensification of the City. The remaining Other category reflects investments made to enhance City services and build capacity to improve programs and services. For comparison, the 2023 capital investment plan included 46 per cent renewal funding and 51 per cent growth funding, with 3 per cent assigned to other projects.

City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The table below provides a more detailed breakdown of the 2024 Capital Budget by categories of investment.

2024 CAPITAL INVESTMENT BREAKDOWN BY CATEGORY



As noted above and illustrated in this graph, the 2024 capital investment plan includes significant investment in new recreation amenities. Specifically, the construction of the Recreation Complex will replace the aging John Dolson Center and provide new recreation amenities for the growing community. Also included in the Recreation - Growth category are six park and trail development projects, including a new splash pad at Lions Can Amera Park, three new subdivision parks, trails in the South Point development, and a new playground at Sault Park. The 2024 capital investment plan also includes investment towards rehabilitating linear infrastructure. This includes below-ground infrastructure such as watermains, sanitary and storm sewer mains, as well as above-ground infrastructure like roads and sidewalks.

The funding source for these investments is a combination of water utility bills, property taxes and the CCBF.

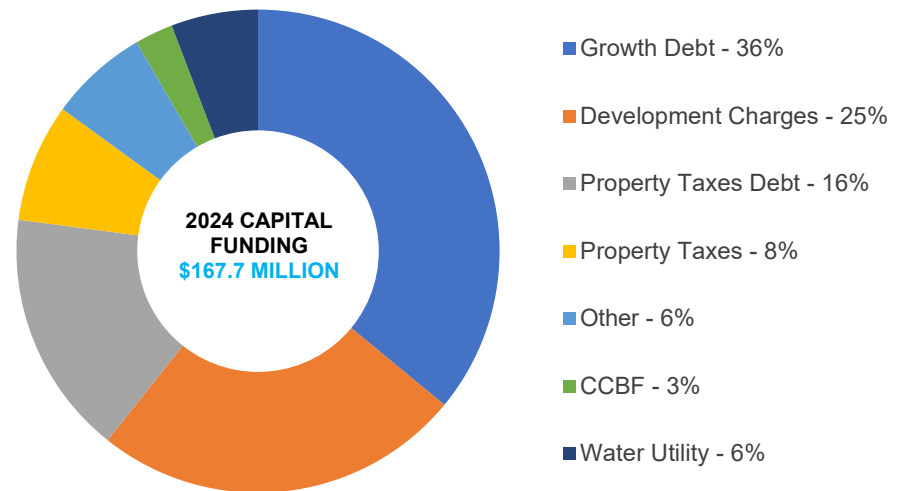
City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The 2024 capital investment plan includes investment towards the growth of the City, as shown in the Linear Infrastructure - Growth grouping in the previous chart. This includes the reconstruction and improvement of Blackbridge Road and bridge which is 67 per cent funded from growth debt, as well as infrastructure required to support the development of the North Cambridge Lands. The predominant funding source for these growth investments is development charges or growth debenture. Development charges are also used to fund other projects that support growth and intensification in the City, including the Recreation - Growth projects noted above, future planned roundabout, Soper Park outdoor pool design and park plan, equipment growth, including fire fleet growth, and sidewalk installation along Preston Parkway.

The investment of \$24.4 million in linear infrastructure renewal is an increase from the \$20.7 million approved funding in 2023. That said, the increase in funding is made up entirely of the large reconstruction of Blackbridge Road and bridge project with tax supported funding of \$6.9 million. The infrastructure gap with respect to linear infrastructure continues to grow.

The 2024 capital investment plan includes seven projects aligned to the Strategic Plan, with a value of \$124.2 million. These strategic initiatives include both the Recreation Complex construction and Blackbridge Road and bridge reconstruction. Other strategic initiatives, with a value of \$1.3 million, will allow the City to lay the foundation for future community building and support safe and healthy neighbourhoods through projects like the Asset Management Plan update, City-wide speed limit signage and the Hespeler Transportation Assessment.

Funding sources towards the 2024 capital investment plan are as follows:



**CAPITAL IMPACTS**

For effective financial planning, staff identify when projects may impact the operating budget. This includes costs to operate and maintain new infrastructure, new licensing costs for technology, as well as savings from efficiencies obtained through capital investments such as energy efficiency improvements. These impacts are commonly referred to as capital impacts or operating impact from capital.

The impacts of the 2024 capital investment plan on the operating budgets are \$5.3 million over the next four years, equivalent to an increase of 4.9 per cent on the tax levy in future years, and \$22,300 for the water utilities bill. Further, the operating impact for capital projects forecasted for 2025 through 2027 include an impact of \$5.4 million between 2025 and 2027, equivalent to a further

increase of 5.0 per cent on the tax levy, and \$0.3 million for the water utilities bill. These impacts total a considerable \$10.9 million over the next four years and an increase of 10.0 per cent on the tax levy, in addition to regular inflationary adjustments.

The operating impacts from the 2024 capital investment plan are itemized in the table on the following pages. The 2025 and 2026 tax-supported Operating Budget will see major operating impacts as a result of projects approved in 2024 such as the Recreation Complex construction and Blackbridge Road and bridge reconstruction. Further details on the projects and the impacts can be found within the capital project detail sheets included in Appendix E.



**2024 OPERATING IMPACT FROM CAPITAL**

	Operating Impact 2024	Operating Impact 2025	Operating Impact 2026	Operating Impact 2027
<b>Tax Supported Impacts</b>				
A/00463-41 Recreation Complex - Construction		2,001,200	1,118,200	587,600
A/00469-40 Lions Cana Amersa Splashpad Design and Build		89,400		
A/00492-40 Blackbridge Rd and Bridge Reconstruction		1,272,700		
A/00831-40 Work Order Management System Enhancements (2024)		20,000		
A/01028-40 cityONE (SAP) Lifecycle Updates And Replacements (2024)		50,000		
A/01107-40 Trail Dev - South Point Ph 2 (Bosdale)		15,900		
A/01204-40 Sidewalk Installation - Preston Parkway		11,500		
A/01290-10 Equipment Growth (2024)	29,500	17,500		
A/01294-40 Blenheim Road Reconstruction (2024)	7,200			
A/01358-40 City-Wide Speed Limit Signage Implementation (2024)		1,500		
A/01446-40 Sault Park - New Playground	13,500			
A/01461-10 Fire Fleet Growth (2024)	7,000	7,000		
A/01463-40 Park Dev Saginaw Subdivision		3,500		
A/01511-40 GIS Roadmap Implementation (2024)		35,000		
A/01513-40 ActiveNet Roadmap Implementation (2024)		15,000		
A/01515-40 Telephone Modernization - Teams Phone (2024)			(25,000)	(15,000)
A/01517-40 End-to-End Parking System & Process Digitization (2024)		10,000		
<b>Tax Supported Impact from 2024 Capital Projects</b>	<b>\$ 57,200</b>	<b>\$ 3,550,200</b>	<b>\$ 1,093,200</b>	<b>\$ 572,600</b>
<b>Water Utility Supported Impacts</b>				
A/00571-41 Middle Block Road Trunk Sanitary Sewer		22,300		
<b>Water Utility Supported Operating Impact from 2024 Capital Projects</b>	<b>\$ -</b>	<b>\$ 22,300</b>	<b>\$ -</b>	<b>\$ -</b>

## CHALLENGES & OPPORTUNITES

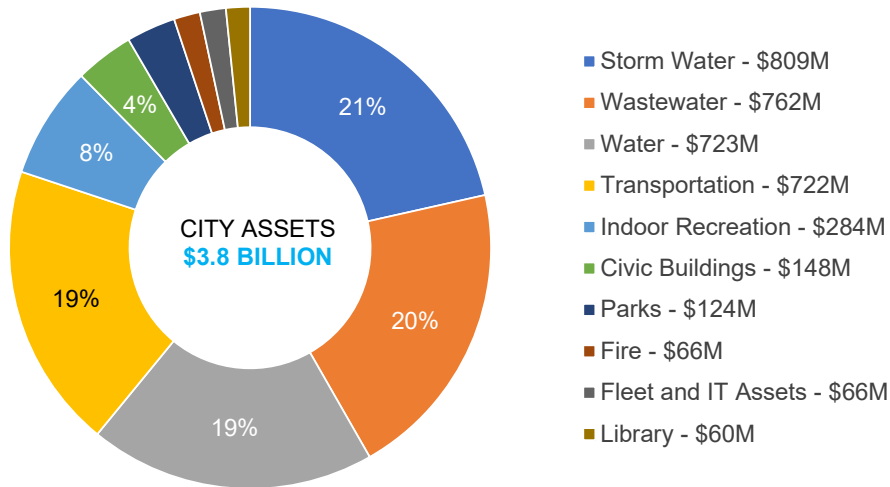
### Sustainable Asset Management

The City of Cambridge, like many other municipalities, is facing the challenge of a growing infrastructure gap. Some of the major drivers of this infrastructure gap amongst municipalities is the reduction in external funding and support for infrastructure from higher levels of government, the timing of infrastructure life cycle needs. In addition to these factors, there are many competing priorities for available capital funding. Community expectations for levels of service, digital services, and quality of facilities are increasing. Changes to planning and heritage legislation, implementing established accessibility legislation, and an increased expectation for meaningful public consultation on many projects is leading to more projects and an increased cost and time to execute.

One of the City's strategic goals is to provide innovative leadership in the management of City assets to help plan, fund and maintain assets in a sustainable way. Through the adoption of forward-thinking and proactive programs, the City is better able to monitor the condition of assets to maintain them in a state of good repair. This is critical to providing reliable and efficient services, and ensuring existing levels of service can continue to be provided in future years.



City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget



The City owns, operates and maintains public infrastructure with a current estimated replacement of \$3.8 billion. A breakdown of the City's assets is shown here.

The City's core assets as defined by O. Reg 588/17 (transportation, storm water, wastewater and the drinking water network) account for 80 per cent of the City's infrastructure. Of this 80 per cent, water and wastewater infrastructure accounts for 39 per cent of the City's infrastructure and is funded from water rates. The planned capital contributions from water utility bills are sufficient to address the current backlog of asset rehabilitation and replacement needed for water and wastewater infrastructure. However, the property tax contributions towards rehabilitation and replacement of other City assets, such as roads, storm water management systems, and facilities, are not sufficient to meet the projected needs based on current funding levels. As the assets continue to age, increasing the funding towards their replacement will be critical to maintaining existing levels of service.

The City's assets are at different stages in their lifespans and have varying conditions. The overall average condition of assets has been deteriorating, indicating the City is not keeping pace with investing in the rehabilitation of its assets. In 2017, approximately 74 per cent of assets were rated as being in very good or good condition, which has since fallen to 71 per cent. Meanwhile, in 2017, the City had nine per cent of its assets, with a replacement value of \$228 million as of 2017, rated as in poor or very poor condition, which has since increased to 12 per cent, with a replacement value of \$431 million as of 2022.

• City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The asset management funding gap can also be seen directly through the ten-year capital plan and the increasing number of projects that remain unfunded. Each year, City staff rank and prioritize capital projects and put forward a capital investment plan that best reflects infrastructure needs and Council priorities. However, due to shortfalls in funding and/or availability of staff resources to execute projects, a number of projects remain unfunded or are deferred within the ten-year Capital Budget.

There are 74 unfunded capital projects between 2024 and 2033 that are not currently included in the ten-year capital investment plan, with a total forecasted cost of \$86 million from all funding sources. In addition, projects with funding needs of \$60 million for roads and storm water linear infrastructure are not submitted for consideration. Unfunded projects include:

- Core infrastructure renewal projects that are critical to maintaining current service levels (\$37.2 million);
- Facility, recreation, and other non-core asset renewal projects (\$12.4 million);
- Projects to support strategic initiatives (\$8.0 million); and
- Projects that are required to support growth and development but exceed current forecasted development charges revenues. (\$27.8 million)

Inflationary challenges, increasing community expectation with respect to things like heritage preservation, climate adaptation, and legislative changes such as accessible infrastructure, have significantly increased project costs, while funding has not kept pace. For example, the City’s allocation of funding from the CCBF

has only increased 9.1 per cent since 2019, while capital inflation over that time period was 44.5 per cent (based on the non-residential building price index for Toronto, as published by Statistics Canada, from Q4 2018 to Q3 2023). The CCBF did provide a “one-time top-up” of funding in 2019 and again in 2021 for a combined total of \$8.0 million, however the base annual funding has not kept pace with inflation. As a result of rising costs and constrained funding, the City’s infrastructure gap continues to significantly increase. To continue to maintain the existing levels of service to the public, the City will need to increase its funding towards capital rehabilitation and replacement.

Moving forward in the City’s projections, the capital levy is forecasted to increase by four per cent annually, resulting in a tax levy increase of approximately 0.4 per cent each year in comparison to year-over-year capital inflation of 6.6 per cent as of October 2023. This tax levy increase does not account for any donated assets built to support growth for subdivisions. The ten-year capital forecast has been prepared based on these funding levels. However, with this level of funding, the average condition of assets such as roads and facilities will continue to deteriorate. To prevent this from happening, a dedicated infrastructure levy and/or per cent contribution from assessment growth may be necessary for the City of Cambridge.

### Dedicated Infrastructure Levy

As noted above, the City of Cambridge, like many other municipalities, is facing the challenge of a growing infrastructure gap. To address infrastructure gaps and ensure sufficient funding will be provided to maintain service levels, some municipalities have implemented special capital levies or special infrastructure levies as a dedicated source to help reduce this gap. These special levies effectively provide a designated percentage of a tax rate increase annually, devoted towards asset sustainability. Many local municipalities such as City of Waterloo, Township of Wilmot, Township of Woolwich, and City of Guelph have implemented dedicated funding towards infrastructure renewal.

The current funding model at the City dedicates a portion of the overall tax levy towards infrastructure needs. This funding method has certain disadvantages since the amount of funding can be susceptible to change throughout budget discussions and the overall funding available for infrastructure needs is variable and often project based. In contrast, having a dedicated infrastructure levy allows municipalities to have a more predictable multi-year funding commitment that is based on projections of long-term infrastructure needs. The amount of the levy varies by municipality, within the range of one to 2.8 per cent.

In April 2019, Cambridge Council approved an updated Strategic Asset Management Policy to further strengthen the role of municipal asset management within municipal planning and budgeting. The revised updated asset management plan includes all assets, with the objective of defining levels of service and identifying financial strategies to meet the City's asset rehabilitation and replacement needs. As outlined in the plan, funding strategies such as a special

infrastructure levy shall be considered as options to address the City's infrastructure gap and ensure service levels are maintained.

As seen in the chart above, stormwater assets account for 21 per cent of the City's assets, and this infrastructure is critical to adapting to climate change. To support the sustainability of these assets, many municipalities have moved their stormwater operations and infrastructure to a separate storm water user rate, including the cities of Waterloo and Kitchener. The 2022 approved budget included a capital project to implement a stormwater user rate for Cambridge and this work will be brought forward to Council for deliberation in 2024.

### Sustainable Capital Contributions

While the objective of a designated infrastructure levy is to maintain the City's existing assets in a good state of repair, as the City constructs or acquires new assets to support growth, it is important to ensure the long-term capital cost of the infrastructure are planned.

Sustainable capital contributions for growth infrastructure ensures new assets do not further increase the City's asset management gap.

New capital assets acquired by the City as a result of growth will ultimately require replacement at some point in the future. The replacement of capital assets is often referred to as lifecycle cost. By definition, lifecycle costs are all costs incurred during the life of a physical asset, from the time its acquisition is first considered to the time it is taken out of service for disposal or redeployment.

## City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The City's current financial policies, implemented following a review by BMA Management Consulting Inc. in 2014, state that a financial contribution to capital reserve funds should be made for any new assets based on lifecycle costing in order to support sustainable asset management.

This is in accordance with development charges and sustainable asset management legislation, which identify that the long-term capital and operating costs for capital infrastructure must be considered, and that full lifecycle costs should be planned for in a financially sustainable way.

In accordance with these policies and best practices for financial sustainability, the City is taking a proactive approach by adding annual contributions to capital reserve funds as an operating impact from major growth-related infrastructure projects. This will allow the City to ensure that sufficient funding is available in the City's reserve funds when these assets become due for replacement or rehabilitation.

A total of \$0.9 million in sustainable capital contributions is forecasted to be added between 2025 and 2028 based on lifecycle costing of new assets approved through 2024 capital projects. These contributions are a result of major infrastructure projects next year such as the Recreation Complex, Blackbridge Road and bridge Construction, and Lions Can Amersa Splashpad.

These contributions play an important role towards sustainable capital finances for the City and minimizing any impact of new infrastructure on the City's existing asset management gap.

While these contributions cover the sustainability of growth-related assets built by the City, there are also the assets built directly by developers that must be considered, for example the roads, water, sewer and storm infrastructure within a development that is the responsibility of the developer to build but then the City assumes ownership at completion. In the future, the City could consider funding a portion of the assessment growth derived from development to a dedicated capital contribution to ensure the sustainability of these new assets.

### Economic Impact

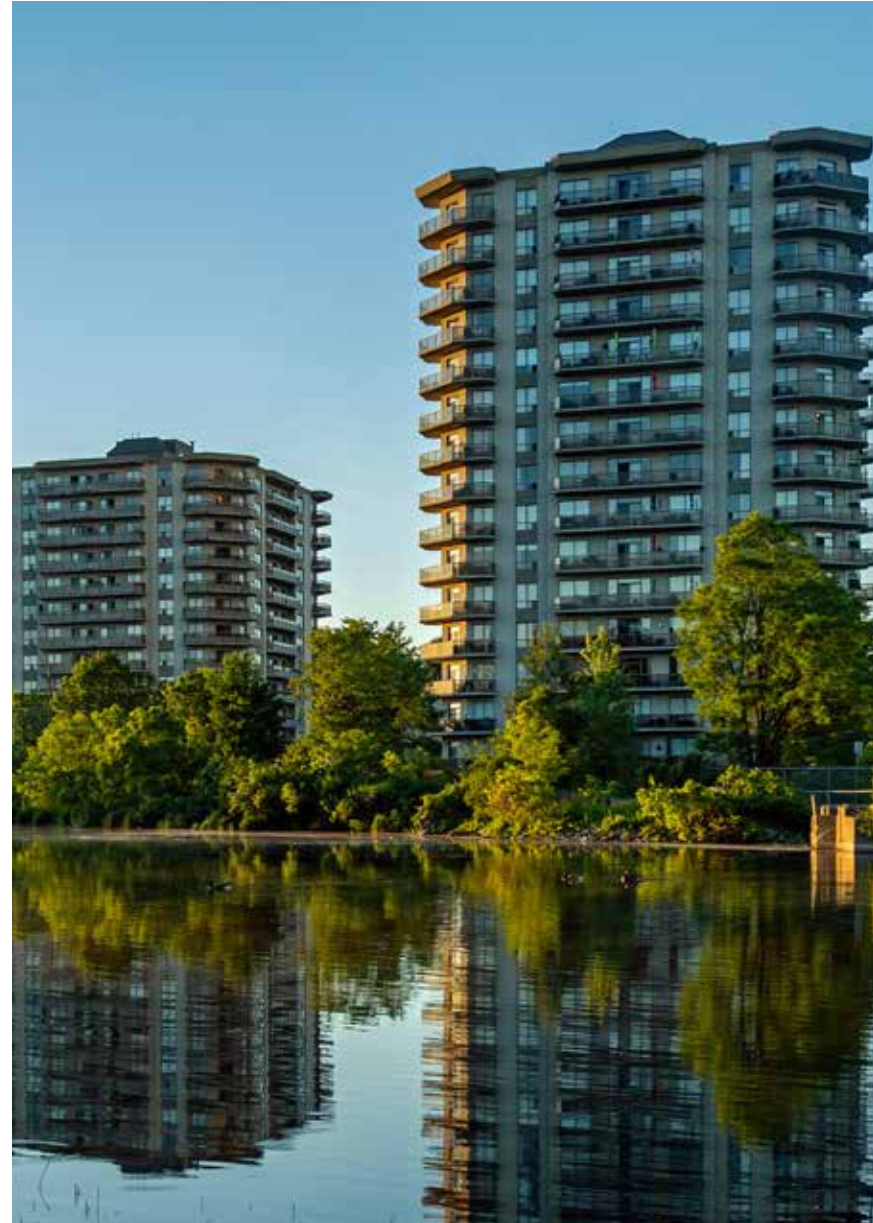
The 2024 Capital Budget has been prepared based on the prevailing economic conditions and forecast in the fall of 2023. However, there remains significant uncertainty on the direction of the economy in 2024, including whether the high levels of inflation seen on capital construction will lower to more typical levels. As noted in the Economic Update section, capital inflation is currently 6.6 per cent as of October 2023 (based on the non-residential building price index for Toronto, as reported by Statistics Canada). While there are no standard forecasts for capital inflation as there are for CPI inflation, the City has assumed a capital inflation rate of 5 per cent in the first two years and 3 per cent thereafter for the 2024 Capital Budget.

### Growth & Intensification

Projects that support the growth and intensification of the City are funded in whole or in part by development charges (DCs), within the constraints of the Development Charges Act, 1997, and the City's Development Charges Bylaw 94-19, as amended. DC revenues are paid for by development within the City, either by developers, businesses and home owners, or by the City in the case of exempted development as set out in the City's DC Bylaw.

The DC Background Study is required to be updated at minimum every five years, an update is currently underway, and results of the work will be brought to Council for deliberation in 2024. The City approved the current DC rates effective July 1, 2019. The background study used a planning horizon of 13 years for hard services and 10 years for soft services. While the study takes into consideration the timing of projects as it relates to the growth forecast, it does not attempt to align projects with the actual growth and timing of DC revenues the City may experience.

This requires that the City carefully plan and align the construction of growth projects to the actual rate of growth in order to ensure sufficient DC revenues are available to fund the projects. The 2024 Capital Budget plus nine-year capital forecast includes \$210.3 million of DC capital funding needs. Major drivers of this significant investment in supporting growth of the City include the Recreation Complex and hard infrastructure to support development of North Cambridge and South East Galt.

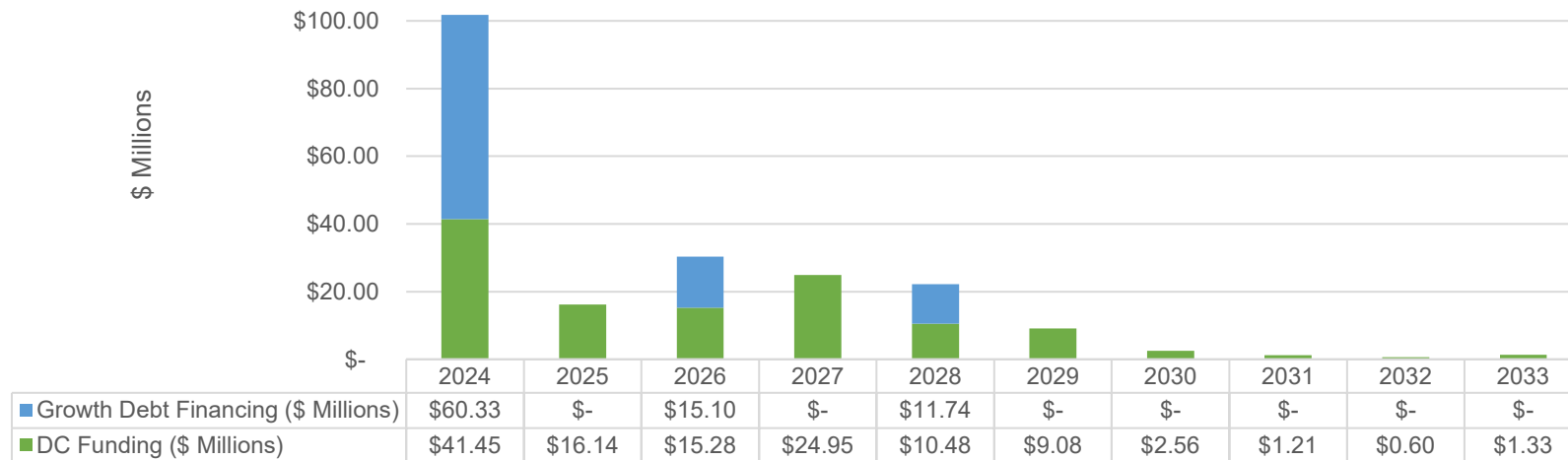


City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget

The timing of many of these projects are early in that 10 to 13-year planning horizon of the DC Background Study. This means that project costs would occur before the revenues are fully realized, as the revenues are collected over that entire 10 to 13 years. To address this gap in funding timing, the capital forecast allocates \$87.2 million of the growth funding needs to be debt financed. This debt financing would allow the City to finance the project and cover the debt charges (both principal and interest) over time from future DC revenues.

Should growth and intensification not hit the targets identified in the DC Background Study, this may have an impact to the tax and water/ sewer rates to fund the required debt payments as they become due. Staff will continue to proactively manage the timing of the City’s growth funding needs by forecasting DC revenues and ensuring sufficient funds are available to support the projects.

**CAPITAL FORECAST: GROWTH FUNDING**



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• [City of Cambridge 2024 Draft Budget and Business Plan/Capital Budget](#)

### Debt Management

As previously noted, the 2024 Capital Budget and nine-year forecast includes \$87.2 million of debt financing towards growth-funded debt to be recovered from future DC revenues, along with \$52.5 million of tax-supported debt over the next 10 years. This tax-supported debt funding is for the following projects:

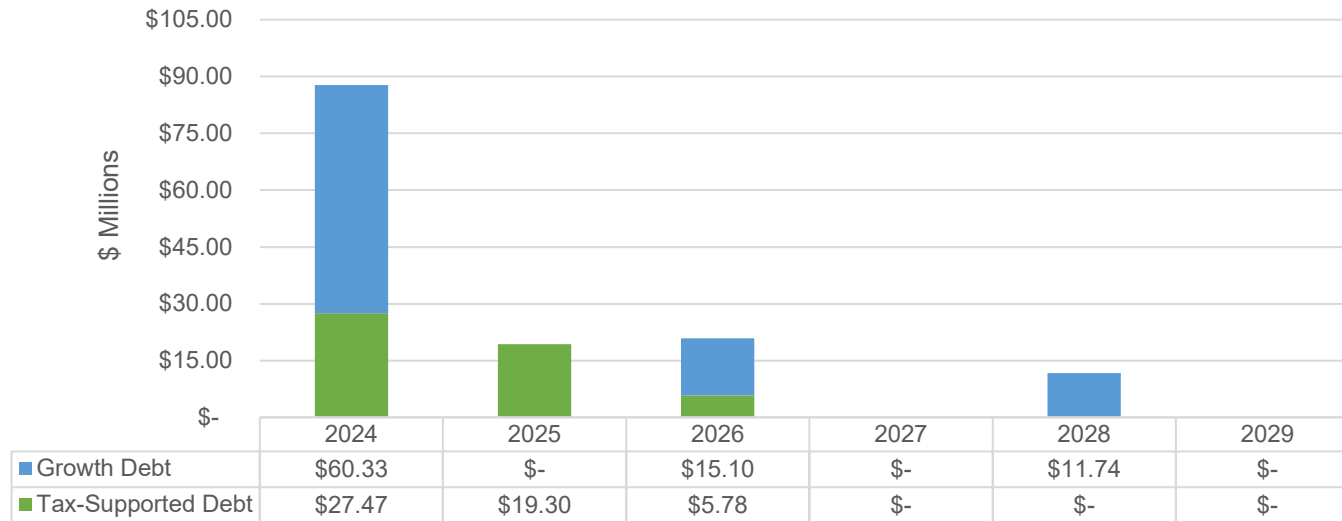
- Recreation Complex
- Riverside Dam reconstruction
- Black Bridge Road improvements
- Townline Road expansion

The total debt financing of \$139.7 million is forecasted through to 2028. Of this, \$87.8 million of debt financing is included for 2024 for the Recreation Complex construction and reconstruction of Blackbridge Road and bridge. The remaining \$51.9 million is forecasted through to 2028. Other major projects forecasted to be funded by debt include \$19.3 million of tax-supported debt for the reconstruction of the Riverside dam, \$21 million of growth-supported debt for North Cambridge and South East Galt development projects, and \$5.8 million growth supported debt and \$5.8 million of tax-supported debt for Townline Road reconstructions.

The Ministry of Municipal Affairs and Housing regulates the amount of debt that municipalities may carry by setting an annual repayment limit of 25 per cent of a municipality's own net source revenues. To ensure financial sustainability and minimize risk, the City of Cambridge's debt policy further limits its debt capacity to 10 per cent of own source revenues for tax-supported debt including 15 per cent of own source revenues for rate-supported debt charges.



**DEBT FINANCING FORECAST**



The City currently has outstanding debt obligations of \$67 million, plus an additional \$49.1 million in debt that has been approved but not yet issued due to the timing of cash requirements on capital projects. The annual repayment amount on the City’s debt issued to date equates to approximately 3.17 per cent of the City’s own source of revenue, well within the policies set by the City and the Ministry. Including the additional debt that has been approved but not yet issued would bring this debt repayment ratio to 6.92 per cent.

However, as the City issues debt over the next six years, it is projected that a debt repayment ratio of 12.03% will be reached by 2025, increasing to 13% by 2027, and remaining above 10% for the remainder of the ten year forecast. To ensure the City continues to maintain its strong financial position, staff will review the City’s debt policy, growth-funded debt needs relative to DC revenue forecasts, and the timing of debt-funded capital projects.



# | Reserve and Reserve Funds

## WHAT ARE RESERVES & RESERVE FUNDS?

Reserves and reserve funds are monies set aside for a specific purpose. Some must be set aside because of legislation, while others are set aside at the direction of Council. The City holds reserve and reserve funds for three major purposes:

- For contingency: so that taxes and utility rates don't need to spike if there were some unforeseen event or lost revenues.
- For capital: setting aside funds for future capital rehabilitation or replacement based on expected capital needs.
- For legislated reasons: some funds must be held in reserve as per legislation from the Province. For example, development charges collected from developers that will be used to fund new capital due to growth.

## THERE ARE THREE TYPES OF RESERVE FUNDS:

- Reserve: created at Council's discretion and does not collect interest; interest earned on its balance goes towards the tax-supported operating budget.
- Discretionary Reserve Fund: created at Council's direction to be used for an intended purpose and earns interest.
- Obligatory Reserve Fund: created through legislation or agreements and earns interest.

Obligatory reserve funds must be used for the purposes defined by the legislation or agreements that govern them. Council is not authorized to use the funds for any other purpose.

During 2023, the City established a Reserve and Reserve Fund Policy and amended the existing Reserve and Reserve Fund By-Law. This resulted in revision of existing reserve or reserve funds funding source, intended use, funding target, and classification between reserve and reserve funds based on management review and analysis of best practice. The Reserve and Reserve Fund Policy and amended By-Law enhances the City's financial flexibility, functionality, and transparency and contribute to improved financial stability and long-term financial planning.

## 2024 BUDGET IMPACT

The following section shows the budget impacts to the City's reserves and reserve funds. Details of each fund's purpose, source of funds, intended use, and target balances can be found in [Appendix F](#).

## TAX-SUPPORTED OPERATING

Reserves and reserve funds for the tax-supported operating budget have various intended uses depending on the reserve or reserve fund. Some reserves support specific operational programs, such as conservation or acquisition of archival materials or tree canopy management. Other reserves, such as the Rate Stabilization and the Winter Maintenance reserves, act as the City's operating contingency funds. Additionally, the Election reserve was established with the intended purpose of smoothing budget impacts, as the election is only held once every four years. Other reserve funds are to partially fund City liabilities, including the Future Employee Benefits and Workplace Safety and Insurance reserve funds.

City of Cambridge 2024 Draft Budget and Business Plan/Reserve and Reserve Funds

The impact of the 2024 budget on these reserves and reserve funds is as follows:

	Current Balance*	Projected Revenue Inflows	Capital Budget Impact	Tax-Supported Operating Budget Impact	Water Utility Budget Impact	Projected Balance as at December 31, 2024
<b>Reserves &amp; Reserve Funds for Tax-Supported Operating</b>						
<b>Reserves</b>						
Rate Stabilization	12,281,175	-	-	(200,000)	-	12,081,175
Library Rate Stabilization	529,297	-	-	(40,000)	-	489,297
Hydro Dividend	4,354	-	-	303,900	-	308,254
Capital Works Debt Retirement	3,518,180	-	-	-	-	3,518,180
Heritage Conservation	71,553	-	-	-	-	71,553
Archives	41,309	-	-	-	-	41,309
Election	62,070	-	-	120,000	-	182,070
Winter Maintenance	782,591	-	-	-	-	782,591
Self Insurance	1,111,529	-	-	24,300	-	1,135,829
Affordable Housing	1,275,892	-	-	-	-	1,275,892
Tree Canopy Management	885,810	-	-	-	-	885,810
Municipal Accommodation Tax	1,019,973	511,255	-	(164,100)	-	1,367,128
<b>Discretionary Reserve Funds</b>						
Future Employee Benefits	12,641,823	524,552	-	-	-	13,166,375
Workplace Safety & Insurance (WSIB)	2,298,575	96,584	-	(121,900)	-	2,273,259
<b>Total</b>	<b>36,524,131</b>	<b>1,132,391</b>	<b>-</b>	<b>(77,800)</b>	<b>-</b>	<b>37,578,722</b>

\* Balance as of November 12, 2023 including forecast changes

### LIBRARY RESERVE FUNDS

The City holds two reserve funds on behalf of Idea Exchange The Library Rate Stabilization reserve can be found under the tax supported operating reserves. The impact of the 2024 budget on these reserve funds is as follows:

	Current Balance*	Projected Revenue Inflows	Capital Budget Impact	Tax-Supported Operating Budget Impact	Water Utility Budget Impact	Projected Balance as at December 31, 2024
<b>Idea Exchange Discretionary Reserve Funds</b>						
Facility Capital - Library	289,981	14,677	-	(75,000)	-	229,658
Library Furniture and Equipment	139,716	5,660	-	(25,000)	-	120,376
<b>Total</b>	<b>429,697</b>	<b>20,337</b>	<b>-</b>	<b>(100,000)</b>	<b>-</b>	<b>350,034</b>

\* Balance as of November 12, 2023 including forecast changes

### WATER UTILITIES

The City holds reserve funds as operating contingency for the water and sewer operations, to minimize sudden impacts in the utility rates. The impact of the 2024 budget on these reserve funds is as follows:

	Current Balance*	Projected Revenue Inflows	Capital Budget Impact	Tax-Supported Operating Budget Impact	Water Utility Budget Impact	Projected Balance as at December 31, 2024
<b>Water Utilities Discretionary Reserve Funds</b>						
Wastewater Rate Stabilization	6,077,327	243,082	-	-	-	6,320,409
Water Rate Stabilization	3,981,549	171,398	-	-	-	4,152,947
<b>Total</b>	<b>10,058,876</b>	<b>414,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,473,356</b>

\* Balance as of November 12, 2023 including forecast changes

City of Cambridge 2024 Draft Budget and Business Plan/Reserve and Reserve Funds

**CAPITAL DISCRETIONARY RESERVE FUNDS**

The City is committed to maintaining our infrastructure in a state of good repair to provide reliable and efficient services, building new infrastructure for service improvement and future growth, and implementing priorities identified by the City’s strategic plan. The City owns, operates and maintains public infrastructure with an estimated replacement value of \$3.8 billion. Capital reserve funds support the effective financial planning and sustainability of the City’s assets.

The impact of the 2024 budget on these reserve funds is as follows:

	Current Balance*	Projected Revenue Inflows	Capital Budget Impact	Tax-Supported Operating Budget Impact	Water Utility Budget Impact	Projected Balance as at December 31, 2024
<b>Capital Discretionary Reserve Funds</b>						
Capital Works	7,520,016	438,272	(13,287,500)	11,907,600	-	6,578,388
Capital Works Committed	1,775,916	73,689	-	-	-	1,849,605
Wastewater Capital	18,169,666	729,139	(4,608,200)	-	4,612,400	18,903,005
Water Capital	16,505,646	735,391	(5,146,200)	-	10,366,400	22,461,237
Cemetery Improvements	261,503	294,715	(430,000)	(74,500)	-	51,718
Cemetery Land Purchase	106,163	14,357	-	-	-	120,520
Columbarium Purchase	3,149	113,258	-	-	-	116,407
Fleet Equipment	6,091,151	464,705	(5,187,900)	3,441,000	-	4,808,956
Facility Capital	292,911	14,646	(740,000)	943,400	-	510,957
Soccer Facility Capital	326,850	13,579	-	-	-	340,429
Public Art	161,162	8,058	-	25,000	-	194,220
Energy Conservation	1,988,329	82,087	-	37,300	-	2,107,716
Economic Development	9,233,862	392,649	-	(1,272,500)	-	8,354,011
Core Areas Transformation	13,641,158	611,761	(350,000)	(888,500)	-	13,014,419
Jacob Hespeler Field Capital	364,720	14,829	-	33,600	-	413,149
<b>Total</b>	<b>76,442,202</b>	<b>4,001,135</b>	<b>(29,749,800)</b>	<b>14,152,400</b>	<b>14,978,800</b>	<b>79,824,737</b>

\* Balance as of November 12, 2023 including forecast changes

### OBLIGATORY RESERVE FUNDS

The obligatory reserve funds must be used for the purposes defined by the legislation or agreements that govern them. Council is not authorized to use the funds for any other purpose. The impact of the 2024 budget on these reserve funds is as follows:

	Current Balance*	Committed to Previously Approved Projects	Projected Revenue Inflows	Capital Budget Impact	Tax-Supported Operating Budget Impact	Water Utility Budget Impact	Projected Balance as at December 31, 2024
<b>Obligatory Reserve Funds</b>							
Cash in Lieu of Parking	27,634	-	1,147	-	-	-	28,781
Canada Community - Building Fund	8,448,171	(7,069,483)	5,158,355	(4,999,600)	-	-	1,537,443
Development Charges - Wastewater	(570,030)	(2,344,656)	3,255,756	(2,082,800)	(58,900)	(1,544,400)	(3,345,030)
Development Charges - Stormwater	561,613	(1,597,408)	1,157,597	-	(58,900)	-	62,902
Development Charges - Water	1,778,138	(835,844)	715,240	(76,900)	(58,900)	(141,200)	1,380,534
Development Charges - Roads	25,523,697	(10,290,490)	9,153,410	(1,562,300)	(2,919,600)	-	19,904,717
Development Charges - Parks and Recreation	32,261,951	(8,908,667)	8,076,947	(24,689,500)	(1,183,500)	-	5,557,231
Development Charges - Fire	967,246	(281,535)	369,544	(155,000)	-	-	900,255
Development Charges - Library	5,033,729	(844,639)	1,206,700	(12,718,000)	-	-	(7,322,210)
Development Charges - Public Works	4,513,821	(1,004,869)	2,078,314	(156,800)	-	-	5,430,466
Development Charges - Engineering Studies	1,707,146	(513,816)	96,598	-	-	-	1,289,928
Development Charges - General Government	601,742	(761,658)	206,172	(5,000)	-	-	41,256
Development Charges - Municipal Parking	941,692	-	39,020	-	-	-	980,712
Parkland Cash in Lieu	6,737,123	(650,000)	250,745	-	-	-	6,337,868
Building Permit Stabilization	8,965,999	(405,107)	295,358	(350,000)	(269,400)	-	8,236,850
<b>Total</b>	<b>97,499,672</b>	<b>(35,508,172)</b>	<b>32,060,903</b>	<b>(46,795,900)</b>	<b>(4,549,200)</b>	<b>(1,685,600)</b>	<b>41,021,703</b>

\* Balance as of November 12, 2023 including forecast changes

Some Development Charges reserve funds appear to be in a negative position. However, the total Development Charges reserve funds have a projected balance of \$25 million as at December 31, 2024. The City regularly monitors reserve fund balances, ensuring that funds are not exhausted.

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# | Key Performance Indicators

A key aspect of understanding how the City is doing in terms of corporate performance and delivery of services is measuring performance. Key Performance Indicators (KPIs) are important tools in monitoring trends in service delivery over a designated timeframe. They can also provide an indication as to the status of the City's performance in relation to plans previously approved by Council — such as master plans, the growth forecast, and the Strategic Plan.















Statistical information is useful to monitor activity over a period of time and analyze the impact of increasing or decreasing trends. These trends may indicate where resource requirements, from a financial and/or human resources perspective, need to change.

Key Performance Indicators refer to a set of quantifiable measurements used to gauge the City's overall performance in relation to pre-defined goals or targets. KPIs will specifically demonstrate how effectively the City is doing in terms of achieving its objectives.









Including statistics and KPIs with business and budget planning allows for better alignment of resources and provides critical information for decision making and service improvement opportunities.



City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Asset Management</b>							
Kilometer of roads renewal	7.8	6.4	8.6	7.0	13		
Kilometer of sanitary pipe renewal	3.0	3.6	1.4	3.4	6		
Kilometer of storm pipe renewal	1.5	2.4	0.6	1.2	3		
Kilometer of water pipe renewal	2.7	5.1	2.5	4.4	8		
<b>BIA/Core Area Support</b>							
Development values in core	14,460,963	26,246,006	6,000,000	8,000,000	8,000,000		
Number of new residential units in core area	21	140	0	20	20		
Vacancy rate in core area	4.2%	4.1%	5%	5%	5%		









**KPI LEGEND**

-  Positive upward trend
-  Negative upward trend
-  Neutral trend
-  On track with minor issues
-  Positive downward trend
-  Negative downward trend
-  On track
-  Off track













City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Building Service</b>							
Industrial / commercial / institutional construction value	218,665,206	285,444,522	240,000,000	205,000,000	240,000,000	↔	●
Number of building permits issued	1,737	1,757	1,750	1,690	1,750	↔	●
Number of residential units issued	1,179	980	1,000	995	1,000	→	●
Total construction value of building permits issued	518,908,892	659,895,140	575,000,000	500,000,000	575,000,000	↔	●
<b>Business Attraction and Retention</b>							
Number of new businesses and expansions	90	123	75	50	50	↔	●
Unemployment rate for Cambridge	5.5%	6.1%	6%	7%	7%	→	●
<b>Business Permits/Licensing</b>							
Number of business license renewals processed	315	572	500	600	600	→	●
Number of new business licenses issued	49	514	300	500	350	→	●









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Bylaw Enforcement</b>							
Number of parking infraction notices issued	8,427	8,744	11,908	20,000	18,000		
Number of pet tags issued	3,385	3,616	2,553	4,000	4,000		
<b>Commissioner of Oaths</b>							
Number of affidavits	195	258	300	300	300		
<b>Community Development</b>							
Community use hours of recreation facilities and sports fields	21,284	51,189	56,428	62,070	62,070		
Number of program hours offered by neighbourhood associations	31,107	25,706	27,082	29,000	29,000		
Youth drop in program participation	23	206	1,779	1,800	1,800		









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Council Support</b>							
Number of reports submitted for Council's review and approval	302	225	280	300	280	↔	●
<b>Development Approvals</b>							
Number of development applications (excluding site plans applications)	122	197	216	238	238	➔	●
Number of site plan applications	40	54	34	34	34	↔	●
<b>Diversity Services</b>							
Diversity Inclusion Accessibility Stronger Together - action plan goals completed (cumulative)	43	55	72	78	78	➔	●
<b>Emergency Planning</b>							
Percentage of actions completed related to the action items reports from emergency exercises and real events over a four-year period	60%	60%	60%	60%	80%	↔	●
Percentage of completed and updated business impact analysis for all service areas over a four-year period	15%	20%	20%	60%	60%	➔	●
Percentage of completed/updated facility emergency response planning standard operating guidelines across the corporation over a four-year period	70%	80%	90%	90%	90%	➔	●









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
Percentage of emergency management legislative compliance	100%	100%	100%	100%	100%	↔	●
<b>Farmers Market</b>							
Number of Farmers Market visitors	N/A	45,009	45,000	45,000	45,000	↔	●
<b>Film Cambridge</b>							
Economic impact of filming in Cambridge (dollars)	1,267,000	863,000	1,080,000	900,000	900,000	➔	●
Number of days of filming in Cambridge	75	75	12	40	40	➔	●
Number of filming inquiries	65	55	22	40	40	➔	●
<b>Finance</b>							
Debt service ratio (10% of own source revenues and 15% for own source revenues for rate supported debt charges)	3.40%	3.37%	4.81%	6.92%	<10%	➔	●
Stabilization reserves as a percentage of own source revenues	10.67%	9.81%	10.22%	10.22%	5% - 15%	↔	●









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Fire Services</b>							
Number of emergency responses	8,139	8,003	8,200	8,500	8,500	↔	●
Number of fire safety building plan reviews	203	112	129	120	120	↔	●
Number of property compliance inspections	765	624	616	566	500	↘	●
Number of public education events	55	264	392	430	400	↗	●
<b>Governance</b>							
Percentage of government relations comments submitted versus total of opportunities	52%	47%	60%	60%	60%	↗	●
<b>Information Management</b>							
Number of freedom of information access requests	70	72	55	75	55	↔	●
Number of information and privacy commissioner appeals	3	0	1	2	2	↔	●
Number of record requests from archives	766	595	531	850	800	↗	●









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Information Technology</b>							
Percentage of corporation satisfaction with the reliability and functionality of applications and business systems	85%	85%	85%	85%	85%	↔	●
Percentage of end-user devices within determined lifecycles	85%	90%	90%	90%	90%	➔	●
Percentage of internal network availability	99%	99%	99%	99%	99%	↔	●
<b>Infrastructure Engineering</b>							
Percentage of actual expenditure to original contracted amounts	-14.1%	-20.5%	-12.0%	-12.0%	-5%	➔	●
Percentage of infrastructure capital projects tendered within project budget	-0.8%	-0.4%	-16.4%	-2.5%	0.0%	➔	●
<b>Library Services</b>							
Library electronic visits	774,500	734,628	636,000	750,000	750,000	➔	●
Library in person visits	241,149	533,722	550,000	575,000	575,000	➔	●
Library program attendance	55,486	53,349	60,000	65,000	65,000	➔	●









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Marriage Services</b>							
Number of marriage ceremonies	0	33	80	150	150		
Number of marriage licenses Issued	307	455	550	575	550		
<b>Provincial Registration (Vital Statistics)</b>							
Number of burial permits issued	884	907	950	960	950		
<b>Recreation Programming</b>							
Number of unique individuals served for friendly visiting program and adult day program	816	788	900	950	950		
Summer camp fill rate	98%	96%	95%	92%	92%		
Total number of registered programs/services	966	2,611	3,025	3,325	3,325		

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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Revenue Collection</b>							
Accounts receivable tax balance	19,958,831	21,240,520	22,727,356	24,318,272	24,318,272		
Net assessment growth	1.13%	2.67%	2.19%	1.37%	1.37%		
Property tax bills issued	87,141	89,614	92,104	94,594	94,594		
Water arrears transferred to tax	6,185	6,100	6,929	7,102	7,102		
Water bills issued	304,929	310,964	317,435	325,371	325,371		
<b>Service Cambridge</b>							
Average phone response time (seconds)	23	29	35	35	20		
Call abandon rate	3%	4.9%	5.52%	< 5%	< 5%		
Number of customer service calls answered	75,013	75,278	75,900	75,500	75,500		
Percentage of calls answered within customer service standard of five seconds	32%	26%	>35%	>35%	95%		









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Service Desk</b>							
Number of service/support requests (excluding enhancements and projects)	10,663	11,785	8,500	9,000	9,000		
Percentage of service desk calls resolved within 24 hours	35%	45%	45%	40%	40%		
Percentage of total resolved incidents/service request versus new created per year	85%	92%	95%	90%	90%		
Reduction in number of help desk requests	13	12	11	10	10		
<b>Small Business Centre</b>							
Number of consultations - Small Business Centre	317	244	165	200	200		
Number of seminars and workshops - Small Business Centre	30	43	16	20	20		
Total inquiries - Small Business Centre	2,289	1,896	1,087	1,300	1,300		









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City of Cambridge 2024 Draft Budget and Business Plan/Key Performance Indicators

Key Performance Indicator (KPI)							
KPI Measures	2021 Outcome	2022 Outcome	2023 Forecast	2024 Forecast	Target	Trend (2021 vs 2024)	Status (2024 vs target)
<b>Special Events</b>							
Summer Night Live attendance	800	1,000	1,400	2,000	2,000		
Winterfest participation	35,000	36,000	36,000	38,000	38,000		
<b>Stormwater Management</b>							
Percentage of total catch basins cleaned	24%	14%	22%	20%	20%		
<b>Water</b>							
Fire hydrant inspection program (percentage)	100%	100%	100%	100%	100%		
Fire hydrant painting program (number of hydrants)	N/A	N/A	838	800	800		
Watermain swabbing/flushing program (km of pipe)	78	144	50	50	50		

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Tax-Supported Business Plans By Division

# Mayor and Council

## BUSINESS PLAN SUMMARY

The Mayor and City Council, through legislative and municipal election procedures, represent residents through policymaking processes that oversee municipal operations. Core services include representing the public while considering the well-being and interests of the municipality, establishing levels of service, evaluating and approving policies, programs, and priorities of the municipality, determining allocation of tax dollars, ensuring accountability and transparency, and maintaining financial integrity.

Key initiatives for 2024 include providing our constituents with multiple ways to engage and receive information from the Office of the Mayor and Council. Building on social media and community engagement events where constituents have the opportunity to participate in constructive two-way dialogue with their elected representatives. Advocate with all levels of government for the needs of the residents of Cambridge.

Along with the Mayor and eight Councillors, this division has 4.00 FTEs and a proposed operating budget of \$1,334,000. Gross expenditures of \$1,355,000 are offset by (\$21,000) in revenues from user fees and charges.

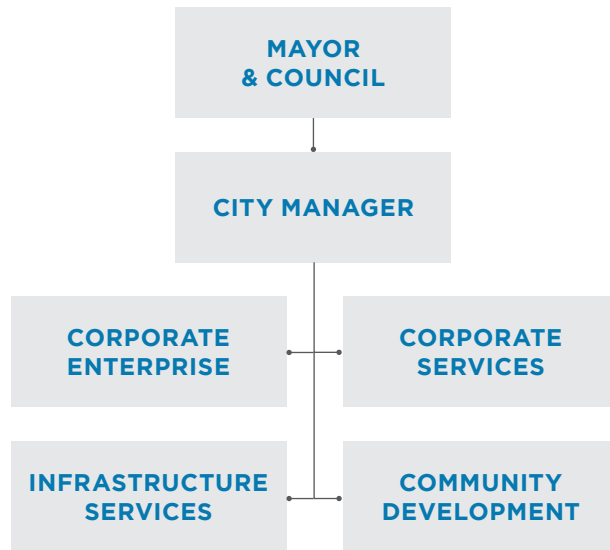
## DESCRIPTION

Mayor and Council represent local government within the City of Cambridge. Together, they form policies, laws and set priorities, which City administration then enforce and enact. The Mayor and Council aim to achieve peace, order and good government within Cambridge, all while focusing on city-building projects and advocating for the City with provincial and federal partners.

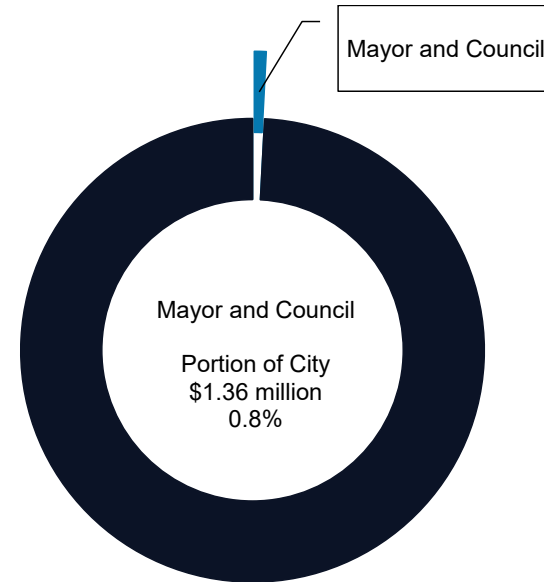
## CORE PROGRAMS AND SERVICES

- Represent the public while considering the well-being and interests of the municipality
- Evaluate and approve the policies, programs and priorities of the municipality
- Determine the allocation and direction of tax dollars
- Ensure both administrative and controllership policies, practices and procedures are in place to implement the decisions of Council
- Ensure accountability and transparency of operations of the municipality
- Maintain the financial integrity of the municipality
- Carry out the duties of Council under the Ontario Municipal Act and Council Code of Conduct

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Mayor and Council</b>			
FTE Full Time	4.00	4.00	
FTE Part Time			
<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Mayor and Council</b>	<b>4.00</b>	<b>4.00</b>	

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Mayor and Council</b>										
<b>Mayor and Council</b>										
<b>EXPENSES</b>										
Salaries & Benefits	988,648	1,073,300	1,073,300	1,123,000	4.63%				1,123,000	4.63%
Materials & Supplies	142,309	234,600	234,600	226,600	(3.41%)			(10,000)	216,600	(7.67%)
Contract Services	22,650	14,400	14,400	14,400	0.00%				14,400	0.00%
External Transfers	1,000	1,000	1,000	1,000	0.00%				1,000	0.00%
Internal Recoveries	(192)				0.00%					0.00%
<b>Total EXPENSES</b>	<b>1,154,415</b>	<b>1,323,300</b>	<b>1,323,300</b>	<b>1,365,000</b>	<b>3.15%</b>			<b>(10,000)</b>	<b>1,355,000</b>	<b>2.40%</b>
<b>REVENUES</b>										
User Fees & Charges	(6,655)	(1,000)	(1,000)	(21,000)	2,000.00%				(21,000)	2,000.00%
Fund Transfers		(23,000)	(23,000)		(100.00%)					(100.00%)
<b>Total REVENUES</b>	<b>(6,655)</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>(21,000)</b>	<b>(12.50%)</b>				<b>(21,000)</b>	<b>(12.50%)</b>
<b>Total Mayor and Council</b>	<b>1,147,760</b>	<b>1,299,300</b>	<b>1,299,300</b>	<b>1,344,000</b>	<b>3.44%</b>			<b>(10,000)</b>	<b>1,334,000</b>	<b>2.67%</b>

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**Tax-Supported Business Plans By Division**

# Office of the City Manager

## OFFICE OF THE CITY MANAGER ADMINISTRATION

### BUSINESS PLAN SUMMARY

The City Manager is responsible for the overall administration of the City and is directly accountable to the Mayor and City Council. The City Manager provides executive leadership to the organization that:

- Promotes and develops the City;
- Builds stakeholder relationships in the community and on a regional, provincial and national scale;
- Designs a shared vision that incorporates Council’s vision of the community; and
- Achieves strategic goals and objectives to create a high-performance organization focused on quality and customer service.

The City Manager provides all employees with a supportive work environment - with the same concern, trust, respect and caring attitude within the organization that they are expected to share with the citizens and stakeholders of the City of Cambridge.

The total proposed operating budget for the Office of the City Manager is \$3,103,700. The Office of the City Manager Administration division has 2.00 FTEs and a proposed operating budget of \$530,500.

### DESCRIPTION

Overall management of civic administration and conduct of the business affairs of the Corporation as per Bylaw 55-09, including provision of policy advice to Council; and

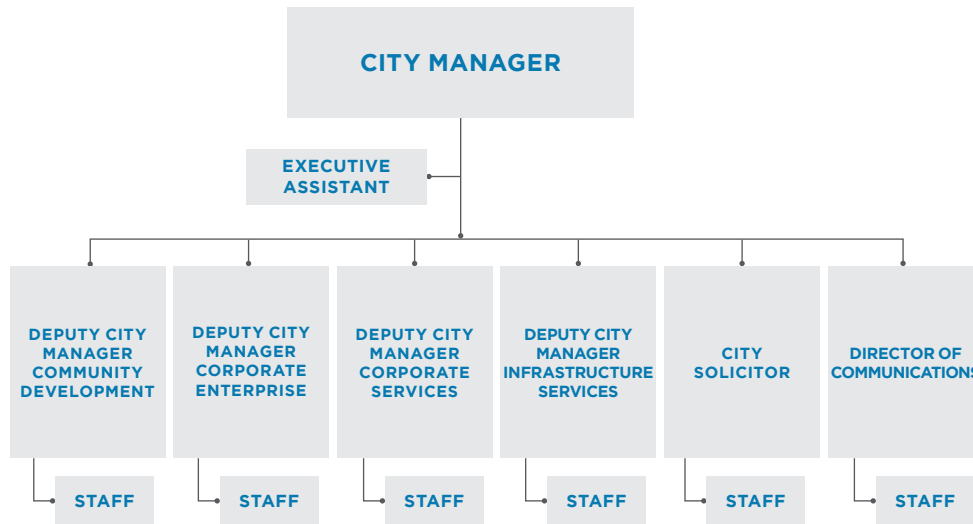
Operational and administrative responsibilities are undertaken through meetings, reports and correspondence with and to Council, Management Committee, staff and retained services.

Provides centralized support for Corporate Communications and Legal and Realty Services divisions.

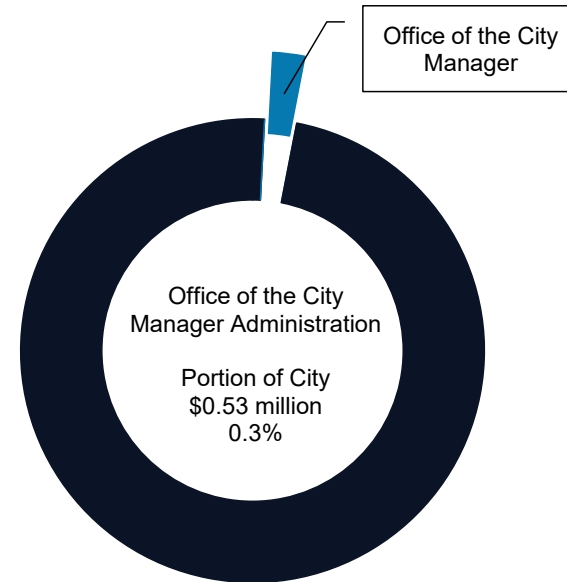
### CORE PROGRAMS AND SERVICES

- Governance
- Strategic planning
- Government relations
- Corporate policy
- Corporate performance management

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Office of the City Manager</b>			
<b>Office of the City Manager Administration</b>			
FTE Full Time	2.00	2.00	
FTE Part Time			
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Office of the City Manager Administration</b>	<b>2.00</b>	<b>2.00</b>	

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Office of the City Manager</b>										
<b>Office of the City Manager Administration</b>										
<b>EXPENSES</b>										
Salaries & Benefits	444,452	456,500	456,500	473,100	3.64%				473,100	3.64%
Materials & Supplies	35,083	16,800	16,800	17,800	5.95%		3,000		20,800	23.81%
Contract Services	74,178	36,300	36,300	36,600	0.83%				36,600	0.83%
<b>Total EXPENSES</b>	<b>553,713</b>	<b>509,600</b>	<b>509,600</b>	<b>527,500</b>	<b>3.51%</b>			<b>3,000</b>	<b>530,500</b>	<b>4.10%</b>
<b>REVENUES</b>										
User Fees & Charges	(44,056)				0.00%					0.00%
Fund Transfers	(18,686)				0.00%					0.00%
<b>Total REVENUES</b>	<b>(62,742)</b>				<b>0.00%</b>					<b>0.00%</b>
<b>Total Office of the City Manager Administration</b>	<b>490,971</b>	<b>509,600</b>	<b>509,600</b>	<b>527,500</b>	<b>3.51%</b>			<b>3,000</b>	<b>530,500</b>	<b>4.10%</b>

**Tax-Supported Business Plans By Division**

# Office of the City Manager

## CORPORATE COMMUNICATIONS

### BUSINESS PLAN SUMMARY

The Corporate Communications division provides strategic and tactical communications services that allow the City to engage its citizens and deliver a broader awareness of City programs and services.

Key initiatives for 2024 include strategic alignment of communications support with corporate priorities, reintroduction of the activities guide, and update of the City of Cambridge website.

This division has 8.00 FTEs and a proposed operating budget of \$1,056,400.

### DESCRIPTION

The Corporate Communications division provides a range of services in the areas of communications, planning and implementation. This includes issues management, media relations, internal communications; corporate branding, citizen engagement, design services, website and social media, communications policy development, and general City promotion, marketing and advertising.

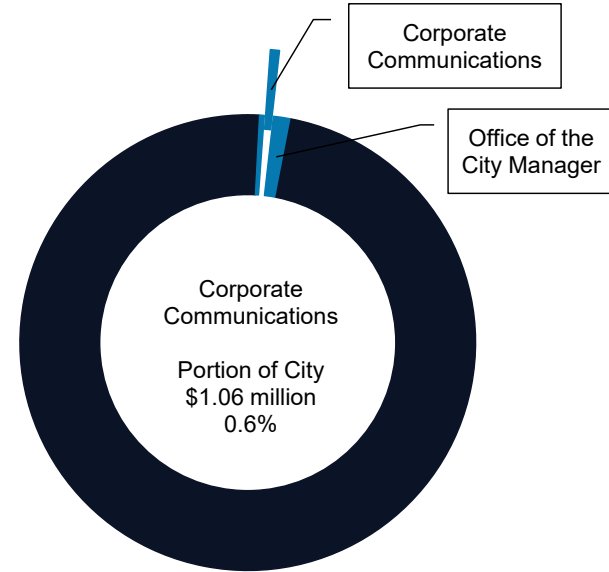
### CORE PROGRAMS AND SERVICES

- Corporate communications
- Marketing
- Key stakeholder and media relations
- Graphics

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Office of the City Manager</b>			
<b>Corporate Communications</b>			
FTE Full Time	8.00	8.00	
FTE Part Time			
<b>Subtotal</b>	<b>8.00</b>	<b>8.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Corporate Communications</b>	<b>8.00</b>	<b>8.00</b>	

### 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Spring/Summer Activities Guide	Reintroduce the activity guide for residents and support revenue generation for recreational programming.	Communications	Q2 2024
Communications Strategy	Strategic alignment of communications support with corporate priorities and building effective workplan.	Communications	Q4 2024
Website Review	Update of the City of Cambridge website including review of current website, navigation, AODA compliance improvements, and developing training for website editors.	Communications	Q1 2025

### OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Office of the City Manager</b>										
<b>Corporate Communications</b>										
<b>EXPENSES</b>										
Salaries & Benefits	806,411	909,500	909,500	992,500	9.13%				992,500	9.13%
Materials & Supplies	27,149	164,400	135,900	50,900	(62.55%)				50,900	(62.55%)
Contract Services	12,955	13,000	13,000	13,000	0.00%				13,000	0.00%
External Transfers		100,000			0.00%					0.00%
<b>Total EXPENSES</b>	<b>846,515</b>	<b>1,186,900</b>	<b>1,058,400</b>	<b>1,056,400</b>	<b>(0.19%)</b>				<b>1,056,400</b>	<b>(0.19%)</b>
<b>REVENUES</b>										
Fund Transfers		(213,500)	(85,000)		(100.00%)					(100.00%)
<b>Total REVENUES</b>		<b>(213,500)</b>	<b>(85,000)</b>		<b>(100.00%)</b>					<b>(100.00%)</b>
<b>Total Corporate Communications</b>	<b>846,515</b>	<b>973,400</b>	<b>973,400</b>	<b>1,056,400</b>	<b>8.53%</b>				<b>1,056,400</b>	<b>8.53%</b>

**Tax-Supported Business Plans By Division**

# Office of the City Manager

## LEGAL AND REALTY SERVICES

### BUSINESS PLAN SUMMARY

The Legal and Realty Services division provides legal services, legal advice and property and realty services. Core services relate to barrister, solicitor, and acquisition and disposals of real property.

Key initiatives for 2024 include securing property requirements future planned roundabout and utility easement acquisitions.

This division has 8.00 FTEs and a proposed operating budget of \$1,516,800. Gross expenditures of \$2,056,900 are offset by (\$540,100) in revenues from lease agreements, and user fees and charges. This division has one capital project with a total proposed capital budget of \$500,000.

### DESCRIPTION

The Legal and Realty Services division is responsible for providing cost-effective, responsive, innovative, and high-quality legal services to the Corporation of the City of Cambridge.

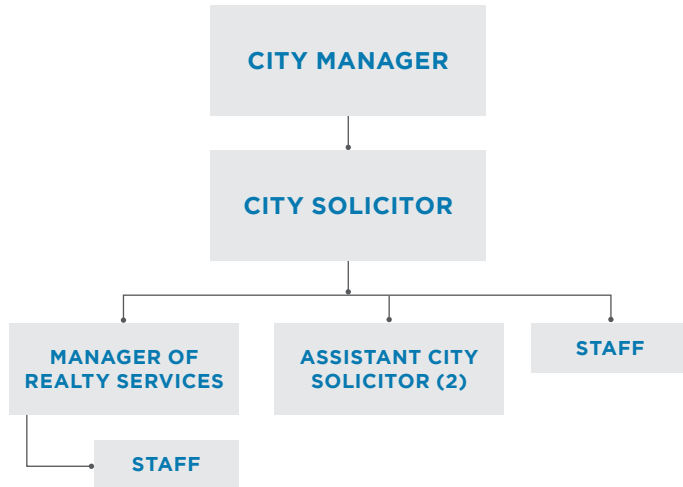
This includes providing legal advice to City Council and staff litigation in all levels of court and administrative tribunals; provides professional real estate services, including municipal real estate dealings involving third parties and negotiations; and preparing contracts and documents related to corporate real estate transactions.

The division is also responsible for preparation and review of contracts and commercial documents; drafting and reviewing by-laws and consulting with staff on same; education and training for staff and Council on legal and preventative law topics.

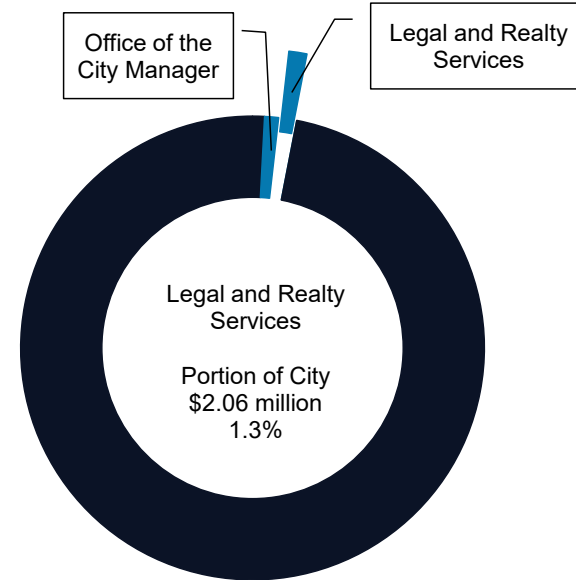
### CORE PROGRAMS AND SERVICES

- Legal - barrister, solicitor
- Property and realty - acquisition and disposals of real property

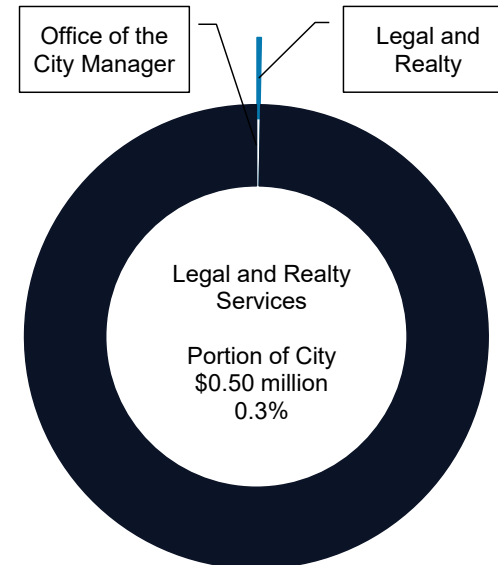
ORGANIZATION CHART



OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Office of the City Manager</b>			
<b>Legal and Realty Services</b>			
FTE Full Time	8.00	8.00	
FTE Part Time			
<b>Subtotal</b>	<b>8.00</b>	<b>8.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Legal and Realty Services</b>	<b>8.00</b>	<b>8.00</b>	

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Utility Easement Acquisition	Acquire easements on private lands for City staff and/or contractors to access City infrastructure for the purposes of maintenance, repair and/or replacement of infrastructure assets.	Property and realty	Q1 2025
Future planned roundabout	Secure the property requirements to support the proposed construction of a future planned roundabout.	Property and realty	Q4 2025

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Office of the City Manager</b>										
<b>Legal and Realty Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	960,942	1,123,100	1,123,100	1,211,300	7.85%				1,211,300	7.85%
Materials & Supplies	116,449	97,200	124,200	97,800	(21.26%)		(4,000)		93,800	(24.48%)
Utilities	16,612	34,700	34,700	39,000	12.39%				39,000	12.39%
Contract Services	517,229	584,700	298,700	612,200	104.95%				612,200	104.95%
Rents & Financial Expenses	12,179	60,300	60,300	91,700	52.07%				91,700	52.07%
Fund Transfers	66,554	23,400	23,400	23,400	0.00%				23,400	0.00%
Internal Recoveries	(12,052)	(14,500)	(14,500)	(14,500)	0.00%				(14,500)	0.00%
<b>Total EXPENSES</b>	<b>1,677,913</b>	<b>1,908,900</b>	<b>1,649,900</b>	<b>2,060,900</b>	<b>24.91%</b>		<b>(4,000)</b>		<b>2,056,900</b>	<b>24.67%</b>
<b>REVENUES</b>										
User Fees & Charges	(176,268)	(72,500)	(72,500)	(92,500)	27.59%				(92,500)	27.59%
Other Revenues	(331,943)	(432,600)	(432,600)	(447,600)	3.47%				(447,600)	3.47%
<b>Total REVENUES</b>	<b>(508,211)</b>	<b>(505,100)</b>	<b>(505,100)</b>	<b>(540,100)</b>	<b>6.93%</b>				<b>(540,100)</b>	<b>6.93%</b>
<b>Total Legal and Realty Services</b>	<b>1,169,702</b>	<b>1,403,800</b>	<b>1,144,800</b>	<b>1,520,800</b>	<b>32.84%</b>		<b>(4,000)</b>		<b>1,516,800</b>	<b>32.49%</b>

CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debenture	Growth Debt
<b>Office of the City Manager</b>								
<b>Legal and Realty Services</b>								
A/01501-10 Future planned roundabout	500,000		500,000					
<b>Total Legal and Realty Services</b>	<b>500,000</b>		<b>500,000</b>					

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**Tax-Supported Business Plans By Division**

# Corporate Services

## CORPORATE SERVICES ADMINISTRATION

### BUSINESS PLAN SUMMARY

The Corporate Services Administration division is a centralized administrative unit, supporting the functions of all divisions under the department's portfolio in responding to community needs.

The total proposed operating budget for Corporate Services is \$51,151,250. The Corporate Services Administration division has 1.00 FTE and a proposed operating budget of \$273,000.

### DESCRIPTION

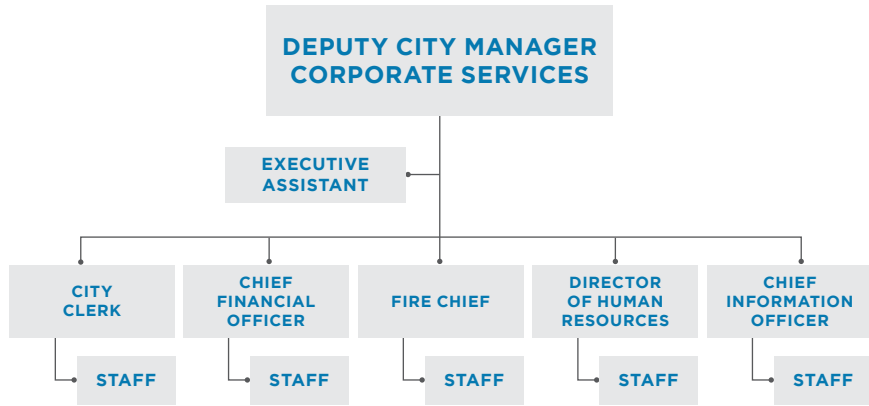
This division provides administrative governance and oversight to ensure that programs and services are working together to deliver excellent services to citizens and achieve Council's priorities.

Provides centralized support for Office of the City Clerk, Financial Services, Fire Services, Human Resources and Technology Services divisions and acts as liaison with other departments.

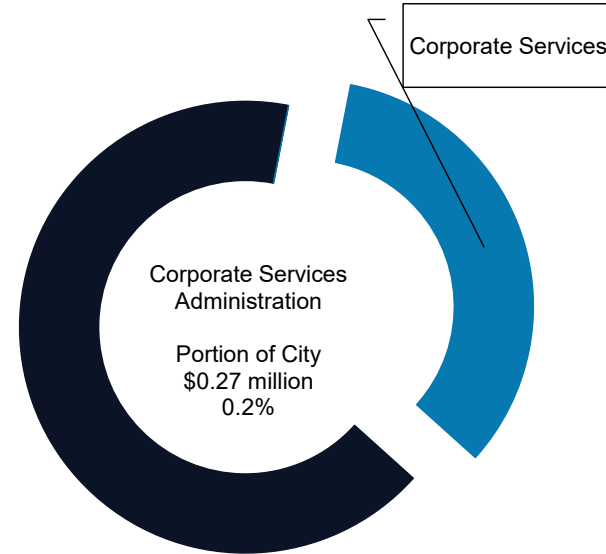
### CORE PROGRAMS AND SERVICES

- Governance
- Strategic planning
- Government relations
- Corporate policy
- Corporate performance management

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Corporate Services Administration</b>			
FTE Full Time	1.00	1.00	
FTE Part Time			
<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Corporate Services Administration</b>	<b>1.00</b>	<b>1.00</b>	

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Corporate Services Administration</b>										
<b>EXPENSES</b>										
Salaries & Benefits	363,293	250,701	250,700	263,300	5.03%				263,300	5.03%
Materials & Supplies	94,520	9,700	9,700	9,700	0.00%				9,700	0.00%
Contract Services	15,487				0.00%					0.00%
<b>Total EXPENSES</b>	<b>473,300</b>	<b>260,401</b>	<b>260,400</b>	<b>273,000</b>	<b>4.84%</b>				<b>273,000</b>	<b>4.84%</b>
<b>Total Corporate Services Administration</b>	<b>473,300</b>	<b>260,401</b>	<b>260,400</b>	<b>273,000</b>	<b>4.84%</b>				<b>273,000</b>	<b>4.84%</b>

Tax-Supported Business Plans By Division

# Corporate Services

## OFFICE OF THE CITY CLERK

### BUSINESS PLAN SUMMARY

The Office of the City Clerk division is responsible for providing a variety of statutory responsibilities and specialized services to Council and to the public. Core services relate to accessibility, inclusion and diversity services, business permits/licensing, bylaw compliance, corporate security, council services and support, governance, archives, information management and municipal elections management.

Key initiatives for 2024 include the development/implementation of Municipal Compliance Strategy, Corporate Records and Information Management Strategy, Community Engagement Framework, and Reconciliation Action Plan. Also, the continuation of the Newcomer Outreach Program, the transition from a Diversity Action Plan to an Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy, and a mid-term Council review of the Procedure Bylaw.

This division has 38.68 FTEs and a proposed operating budget of \$3,762,000. Gross expenditures of \$5,587,900 are offset by (\$1,825,900) in revenues from fines, penalties and interest, and user fees and charges. This division has one capital project with a total proposed capital budget of \$150,000.

### DESCRIPTION

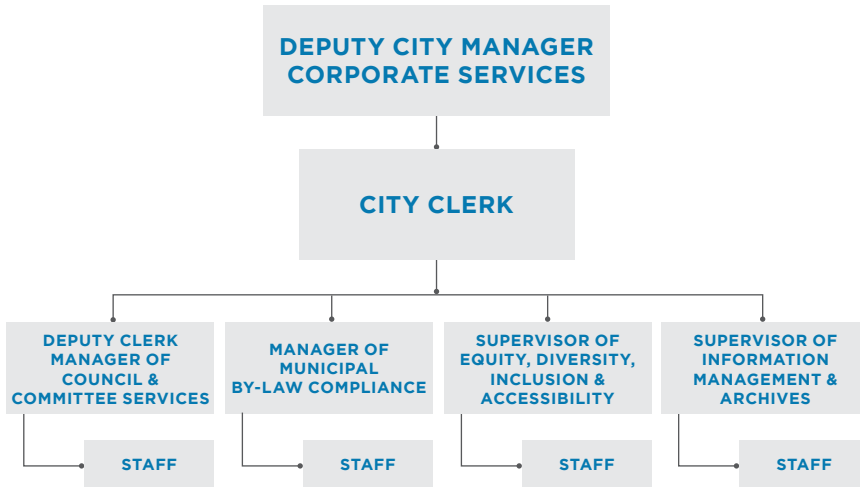
The Office of the City Clerk is the official point of contact for members of the community on many City functions, services and responsibilities. The City Clerk is a statutory officer of the

Corporation and is assigned various duties by a number of Provincial statutes such as the Municipal Act, the Planning Act, the Municipal Elections Act, Municipal Freedom of Information and Protection of Privacy Act and the Vital Statistics Act. The City Clerk is responsible for providing specialized service both to Council and to the public as it relates to public participation and community engagement. With guidance from the Office of the City Clerk division the City aims to enhance its relationship with Indigenous partners and communities, while advancing Indigenous Peoples' inclusion in the City's opportunities and growth.

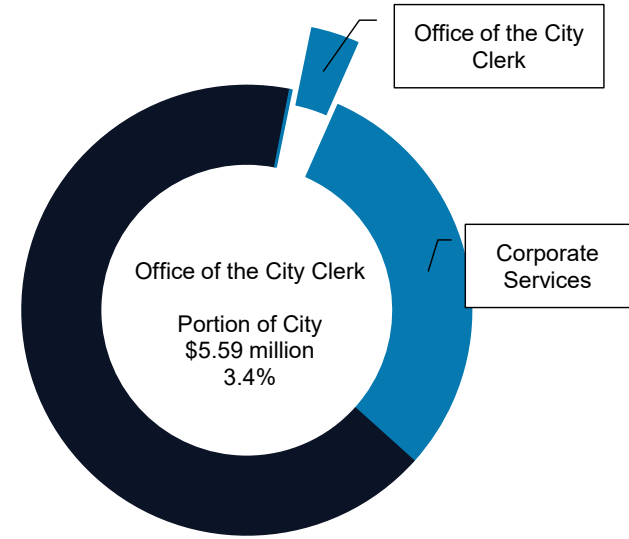
### CORE PROGRAMS AND SERVICES

- Accessibility and inclusion services - AODA compliance, accessibility and inclusion improvement
- Business permits/licensing
- Bylaw – bylaw and parking compliance, security, animal control
- Corporate privacy
- Commissioner of oaths
- Council services - council and citizen committees
- Council support
- Diversity services - community engagement
- Governance - corporate policy
- Information management - archives, content management, freedom of information
- Marriage services
- Municipal election management
- Print and mail services
- Provincial registration (vital statistics)

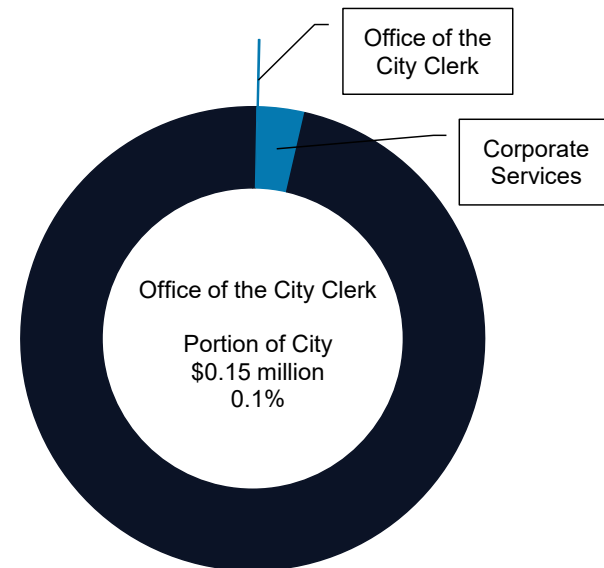
ORGANIZATION CHART



OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Office of the City Clerk</b>			
FTE Full Time	35.00	35.00	
FTE Part Time	4.03	3.68	(0.35)
<b>Subtotal</b>	<b>39.03</b>	<b>38.68</b>	<b>(0.35)</b>
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Office of the City Clerk</b>	<b>39.03</b>	<b>38.68</b>	<b>(0.35)</b>

## 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Community Engagement Framework	Develop a framework for community engagement, and implement process with all staff.	Enhance equity and inclusion efforts	Q2 2024
Diversity Inclusion Communications Strategy	Create and implement a communication strategy for staff and community stakeholders, building awareness on relevant events, training, trends, and other useful and timely information.	Enhance equity and inclusion efforts	Q2 2024
Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy	The transition from a Diversity Action Plan to establishing an Equity, Diversity, Inclusion and Accessibility (EDIA) Strategy.	Enhance equity and inclusion efforts	Q4 2024
Equity, Diversity, Inclusion and Accessibility (EDIA) Learning Framework	Develop a corporate wide training program on equity, diversity, inclusion, and accessibility concepts for staff.	Enhance equity and inclusion efforts	Q4 2025
Municipal Compliance Strategy Implementation	Implementation of the Municipal Compliance Strategy focusing on bylaw modernization, education and outreach, partnership and collaboration, technology, and workforce optimization.	Encourage safe and healthy neighbourhoods	Q4 2025
Reconciliation Action Plan Region-wide	Establish a roadmap to build relations with Indigenous partners and work collaboratively with Indigenous partners to further reconciliation.	Enhance equity and inclusion efforts	Q4 2026
<b>Core Service Initiatives</b>			
Corporate Records and Information Management	Full audit of the city's records and information management and access and privacy program.	Information Management	Q4 2024

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Office of the City Clerk</b>										
<b>EXPENSES</b>										
Salaries & Benefits	3,453,288	3,955,801	3,955,800	4,151,700	4.95%				4,151,700	4.95%
Materials & Supplies	503,285	461,000	446,500	400,500	(10.30%)		(4,800)		395,700	(11.38%)
Utilities	7,602	8,300	8,300	8,600	3.61%				8,600	3.61%
Contract Services	886,928	770,400	607,900	617,400	1.56%				617,400	1.56%
External Transfers	180,779	3,000	3,000	3,000	0.00%				3,000	0.00%
Rents & Financial Expenses	148,571	154,900	154,900	159,400	2.91%				159,400	2.91%
Fund Transfers	162,944	120,100	120,000	120,000	0.00%				120,000	0.00%
Internal Recoveries	126,718	128,200	128,200	132,100	3.04%				132,100	3.04%
<b>Total EXPENSES</b>	<b>5,470,115</b>	<b>5,601,701</b>	<b>5,424,600</b>	<b>5,592,700</b>	<b>3.10%</b>			<b>(4,800)</b>	<b>5,587,900</b>	<b>3.01%</b>
<b>REVENUES</b>										
User Fees & Charges	(775,843)	(914,000)	(952,900)	(995,900)	4.51%				(995,900)	4.51%
Fines, Penalties & Interest	(456,463)	(873,000)	(713,000)	(830,000)	16.41%				(830,000)	16.41%
Grants & Government Transfers	(275,889)				0.00%					0.00%
Fund Transfers	(619,073)	(32,900)	(32,900)		(100.00%)					(100.00%)
<b>Total REVENUES</b>	<b>(2,127,268)</b>	<b>(1,819,900)</b>	<b>(1,698,800)</b>	<b>(1,825,900)</b>	<b>7.48%</b>				<b>(1,825,900)</b>	<b>7.48%</b>
<b>Total Office of the City Clerk</b>	<b>3,342,847</b>	<b>3,781,801</b>	<b>3,725,800</b>	<b>3,766,800</b>	<b>1.10%</b>			<b>(4,800)</b>	<b>3,762,000</b>	<b>0.97%</b>

CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth
<b>Corporate Services</b>								
<b>Office of the City Clerk</b>								
A/01495-20 Records and Information Management	150,000	150,000						
<b>Total Office of the City Clerk</b>	<b>150,000</b>	<b>150,000</b>						

Tax-Supported Business Plans By Division

# Corporate Services

## FINANCIAL SERVICES

### BUSINESS PLAN SUMMARY

The Financial Services division provides financial stewardship of the City and promotes the overall financial sustainability for the organization. Core services relate to financial accounting, financial reporting, procurement, revenue billing and collection, and Service Cambridge.

Key initiatives for 2024 include updating the City’s Development Charges Bylaw, implementation of multi-year budgeting, execution of the stormwater management funding strategy, establishing a performance evaluation process in order to evaluate supplier performance, and investigating potential solutions for modernized corporate payment systems.

This division has 40.07 FTEs and a proposed operating budget of \$3,781,750. Gross expenditures of \$4,968,800 are offset by (\$1,187,050) in revenues from fines, penalties and interest, and user fees and charges.

### DESCRIPTION

The Financial Services division is responsible for the financial stewardship of the City, procurement of goods and services, collection of taxation and utility revenue, and customer service through the centralized Service Cambridge.

Finance provides and supports the key financial functions of the organization including: long-range financial planning and budgeting, financial reporting and accounting, and revenue collection.

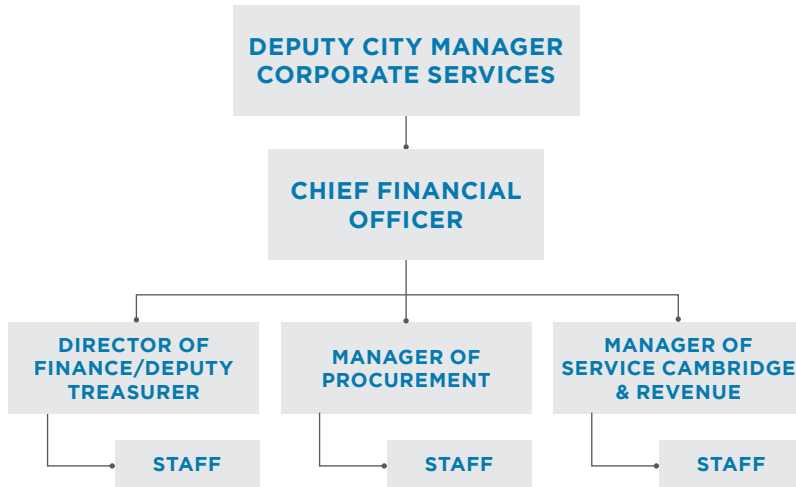
The division promotes fiscal responsibility and accountability across the organization, and partners with departments as a support service to ensure the appropriate level of financial oversight and transparency exists in relation to municipal operations. Through professional financial management, the division ensures the financial sustainability of the organization is maintained and all statutory financial reporting requirements are met.

The division is guided by legislation, Council adopted policies, accounting standards, and industry best practices. The functions work together to provide financial stewardship and promote the overall financial sustainability for the organization. The division is focused on providing exceptional customer service both internally as a support function for other departments, as well as externally.

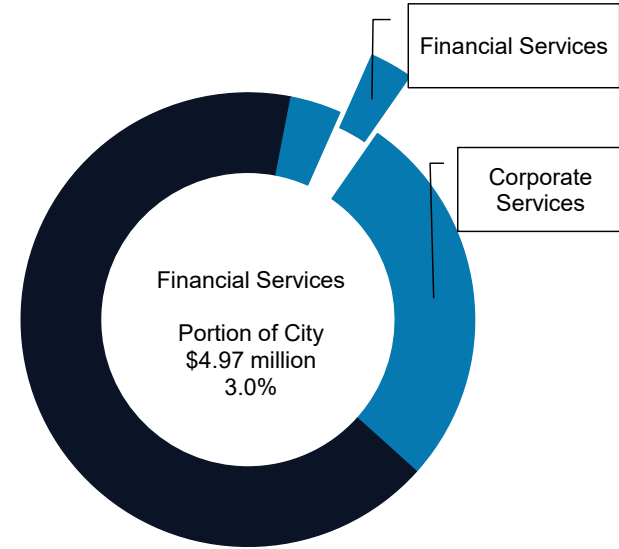
### CORE PROGRAMS AND SERVICES

- Financial accounting and reporting
- Financial planning
- Procurement
- Revenue billing and collection
- Service Cambridge

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Financial Services</b>			
FTE Full Time	38.00	43.00	5.00
FTE Part Time	15.28	9.85	(5.43)
<b>Subtotal</b>	<b>53.28</b>	<b>52.85</b>	<b>(0.43)</b>
FTE Full Time recovered from Water/Sewer	(9.10)	(7.95)	1.15
FTE Part Time recovered from Water/Sewer	(3.00)	(3.58)	(0.58)
FTE Full Time recovered from Storm	(1.10)	(0.80)	
FTE Part Time recovered from Storm	(0.31)	(0.45)	
<b>Subtotal</b>	<b>(13.51)</b>	<b>(12.78)</b>	<b>0.57</b>
<b>Total Financial Services</b>	<b>39.77</b>	<b>40.07</b>	<b>0.14</b>

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Development Charges Update	Preparation of a detailed development charges background study and bylaw update to ensure the City can adequately fund the growth related costs of infrastructure.	Lay the foundation for future community building	Q2 2024
Multi-Year Budget	Adopt a multi-year budget planning approach. As a best practice standard for municipal finance this approach will result in better alignment of initiatives to the Strategic Plan as well as improved financial forecasting and estimation of property tax impacts.	Lay the foundation for future community building	Q4 2024
Stormwater Management Funding Strategy Implementation	Implementation of a stormwater management funding strategy based on consultant recommendation - adopt a user fee approach to addressing revenue needs to cover current and future stormwater management costs	Lay the foundation for future community building	Q4 2024
<b>Core Service Initiatives</b>			
Asset Retirement Obligations Report	Under the Pubic Sector Accounting Standards (PSAS), the City is required to identify and recognize an ARO as part of its audited financial statements	Finance	Q2 2024
Procurement Process Improvements	Develop, implement and execute procurement process improvements in the areas of strategic design planning, format selection, solicitation drafting, group evaluations, commercially confidential meetings, contract award negotiations, debriefings, and bid protests.	Procurement	Q2 2024
RFI for Payment Systems	In partnership with Technology Services, investigating potential solutions for modernized corporate payment systems through issuance of an RFI and possible retention of a consultant to guide finding solutions that fit the needs of the municipal sector.	Finance	Q4 2024
Tax and Water Online Services Review	A review of the existing MyWater and MyTax online service portals to streamline what is offered, enhance usability, expand available services and consider the potential to consolidate.	Finance	Q4 2024

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Financial Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	4,613,394	5,289,600	5,197,200	5,488,100	5.60%			(1,000)	5,487,100	5.58%
Materials & Supplies	257,941	334,900	341,200	336,200	(1.47%)			(4,400)	331,800	(2.75%)
Contract Services	191,779	139,800	147,800	171,600	16.10%			40,000	211,600	43.17%
Rents & Financial Expenses	120,723	145,700	155,700	161,000	3.40%				161,000	3.40%
Internal Recoveries	(806,952)	(1,216,800)	(1,216,800)	(1,222,700)	0.48%				(1,222,700)	0.48%
<b>Total EXPENSES</b>	<b>4,376,885</b>	<b>4,693,200</b>	<b>4,625,100</b>	<b>4,934,200</b>	<b>6.68%</b>			<b>34,600</b>	<b>4,968,800</b>	<b>7.43%</b>
<b>REVENUES</b>										
User Fees & Charges	(972,812)	(973,400)	(998,500)	(1,077,050)	7.87%				(1,077,050)	7.87%
Fines, Penalties & Interest	(165,495)	(125,000)	(85,000)	(110,000)	29.41%				(110,000)	29.41%
Fund Transfers	(22,387)				0.00%					0.00%
<b>Total REVENUES</b>	<b>(1,160,694)</b>	<b>(1,098,400)</b>	<b>(1,083,500)</b>	<b>(1,187,050)</b>	<b>9.56%</b>				<b>(1,187,050)</b>	<b>9.56%</b>
<b>Total Financial Services</b>	<b>3,216,191</b>	<b>3,594,800</b>	<b>3,541,600</b>	<b>3,747,150</b>	<b>5.80%</b>			<b>34,600</b>	<b>3,781,750</b>	<b>6.78%</b>

Tax-Supported Business Plans By Division

# Corporate Services

## FIRE SERVICES

### BUSINESS PLAN SUMMARY

The Fire Services division provides community risk reduction services through its core functions of administration, business continuity, communications, emergency management, public education, fire prevention, fire suppression, mechanical, training and development.

Key initiatives for 2024 include the review of Facilities (Fire Station) Master Plan, development of a Succession Management Plan, and creation a Mutual Aid Plan and Enabling Bylaw with other fire departments including Kitchener. In addition, planning for continuity of operations and for a full-scale emergency exercise.

This division has 157.00 FTEs and a proposed operating budget of \$30,734,800. Gross expenditures of \$31,401,700 are offset by (\$666,900) in revenues from user fees and charges. This division has six capital projects with a total proposed capital budget of \$1,990,900.

### DESCRIPTION

The Fire Services division provides fire and life safety public education programs, fire prevention activities through fire safety inspections and fire code enforcement, and fire suppression and rescue services as prescribed through legislation. Fire Services also provides emergency response to motor vehicle collisions and emergency medical situations.

Within the Province of Ontario, the delivery of fire protection services is guided by the Fire Protection and Prevention Act, 1997 (FPPA) and includes the strategic optimization of the three lines of defence: public fire safety education, fire safety standards and enforcement, and emergency response.

The Emergency Management and Business Continuity program provides a comprehensive service to the community by helping to prevent, mitigate, prepare for, respond to, and recover from a major emergency. This program ensures the City meets compliance with the Emergency Management and Civil Protection Act and Ontario Regulations. Emergency Management enhances the safety of our residents and reduces property damage and economic loss in the event of an emergency.

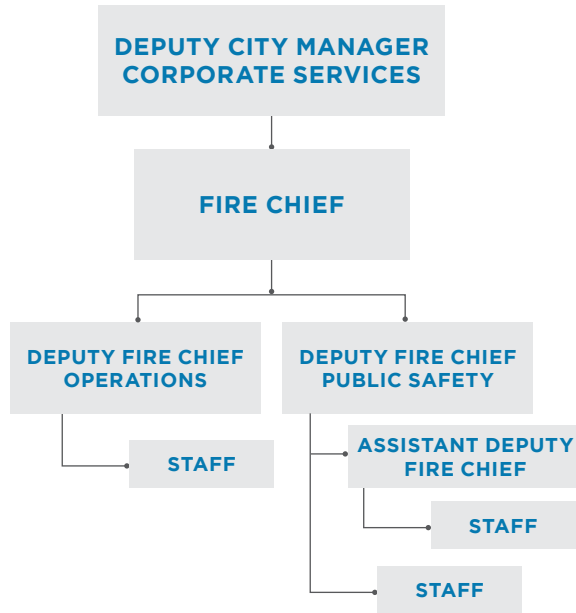
Emergency Management and Business Continuity staff oversee the continuity of operations program working with internal departments to ensure continuity of operations plans are in place to ensure continuity of services for the public and internal/external stakeholders.

The service area also oversees the Corporate Facility Emergency Response Program, working with internal departments to ensure facility emergency response plans are in place to keep staff and the public safe during an emergency/incident that impacts City facilities.

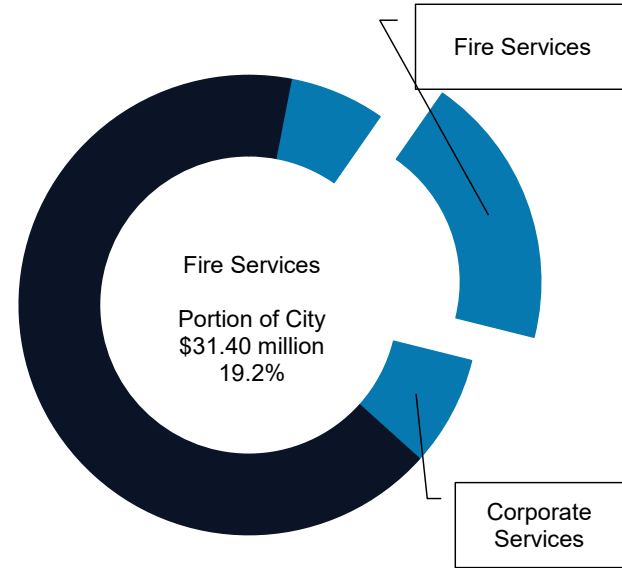
### CORE PROGRAMS AND SERVICES

- Administrative services
- Communications
- Fire prevention
- Mechanical
- Public education
- Fire suppression
- Training and development
- Emergency planning programs
- Continuity of operations program

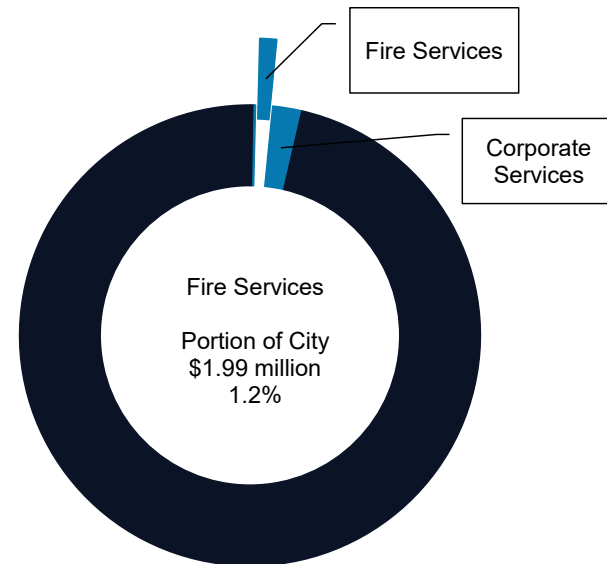
ORGANIZATION CHART



OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Fire Services</b>			
FTE Full Time	157.00	157.00	
FTE Part Time			
Subtotal	157.00	157.00	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
Subtotal			
<b>Total Fire Services</b>	<b>157.00</b>	<b>157.00</b>	

## 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Continuity of Operations Program	Develop and implement continuity of operations policy, plans and training.	Prepare for emergency prevention and recovery	Q4 2024
Fire Facilities Master Plan	A Fire Facilities Master Plan is required for planning and prioritization of station maintenance, renovations, expansion and new construction.	Prepare for emergency prevention and recovery	Q4 2024
Full-scale Emergency Exercise 2025	Planning for an emergency full-scale exercise to be implemented in 2025.	Prepare for emergency prevention and recovery	Q3 2025
<b>Core Service Initiatives</b>			
Fire Succession Management Plan	Fire career path planning for all staff and to identify and encourage high performers. A career path document which identifies mandatory certifications, additional training, and academic credentials.	Fire Services	Q2 2024
Fire Communication Strategy	Developing a communications plan which details internal and external Fire communication strategies.	Fire Services	Q4 2024
Fire Technology Strategy Implementation	Two year implementation of fire-specific RMS platform. Single robust RMS which will interface with corporate enterprise solutions offering improved data analysis, business intelligence, and reporting capabilities.	Fire Services	Q4 2024
Mutual Aid Plan and Enabling Bylaw	To share resources with other fire departments helping with budget impacts.	Fire Services	Q2 2025
Automatic Aid Agreement with Kitchener	To share resources with Kitchener Fire Department helping with budget impacts.	Fire Services	Q2 2025

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Fire Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	24,784,443	25,950,500	25,594,100	27,264,900	6.53%			5,100	27,270,000	6.55%
Materials & Supplies	800,512	995,000	1,011,500	893,900	(11.63%)		7,900	123,800	1,025,600	1.39%
Utilities	130,105	151,800	148,600	146,000	(1.75%)				146,000	(1.75%)
Contract Services	1,362,058	1,649,700	1,588,500	1,622,100	2.12%		(31,200)	5,500	1,596,400	0.50%
Fund Transfers	928,074	920,700	920,700	966,500	4.97%		4,000		970,500	5.41%
Internal Recoveries	343,100	373,600	373,600	393,200	5.25%				393,200	5.25%
<b>Total EXPENSES</b>	<b>28,348,292</b>	<b>30,041,300</b>	<b>29,637,000</b>	<b>31,286,600</b>	<b>5.57%</b>		<b>(19,300)</b>	<b>134,400</b>	<b>31,401,700</b>	<b>5.95%</b>
<b>REVENUES</b>										
User Fees & Charges	(705,448)	(682,400)	(656,800)	(666,900)	1.54%				(666,900)	1.54%
Fund Transfers	(27,800)	(72,500)	(72,500)		(100.00%)					(100.00%)
<b>Total REVENUES</b>	<b>(733,248)</b>	<b>(754,900)</b>	<b>(729,300)</b>	<b>(666,900)</b>	<b>(8.56%)</b>				<b>(666,900)</b>	<b>(8.56%)</b>
<b>Total Fire Services</b>	<b>27,615,044</b>	<b>29,286,400</b>	<b>28,907,700</b>	<b>30,619,700</b>	<b>5.92%</b>		<b>(19,300)</b>	<b>134,400</b>	<b>30,734,800</b>	<b>6.32%</b>

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth
<b>Corporate Services</b>								
<b>Fire Services</b>								
A/01412-10 SCBA Air Packs	84,000	84,000						
A/01151-10 Fire Fleet Apparatus (2024)	1,322,900			1,322,900				
A/01278-10 Light Fire Fleet (2024)	110,000			110,000				
A/01461-10 Fire Fleet Growth (2024)	155,000		155,000					
A/01411-10 Automated External Defibrillator (AED) Replacement	55,000	55,000						
A/00590-10 Bunker Gear Phase 1	264,000	264,000						
<b>Total Fire Services</b>	<b>1,990,900</b>	<b>403,000</b>	<b>155,000</b>	<b>1,432,900</b>				

**Tax-Supported Business Plans By Division**

# Corporate Services

## HUMAN RESOURCES

### BUSINESS PLAN SUMMARY

The Human Resources division provides human resource management programs, policies, systems and services. Core services relate to employee and labour relations, organizational development and support, payroll and benefits, human resources information systems, recruitment and wellness, health and safety.

Key initiatives for 2024 include review and update of the Corporate People Plan, complete second employee engagement survey, succession management module implementation, benefit market assessment, and employee relations in collective bargaining with union groups.

This division has 17.00 FTEs and a proposed operating budget of \$3,082,200. Gross expenditures of \$3,198,100 are offset by (\$115,900) in revenues from the WSIB Reserve Fund.

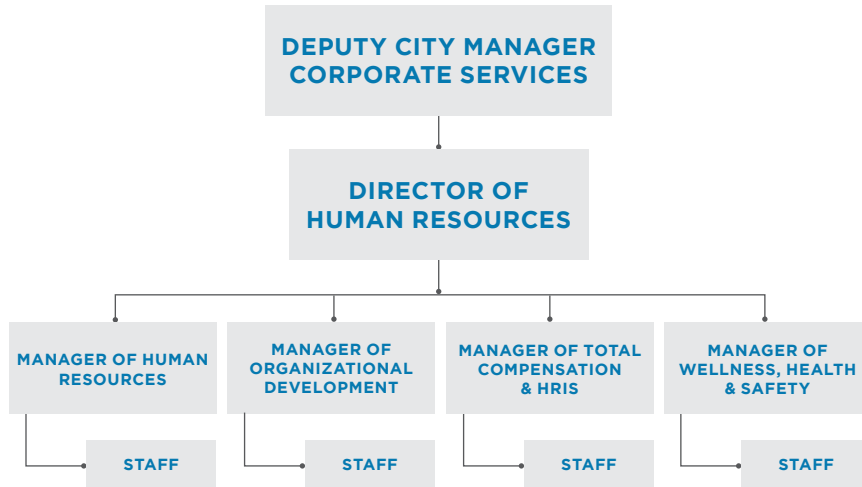
### DESCRIPTION

The Human Resources division provides human resource management programs and services consistent with Council and regulatory requirements, to enable the City to meet its business and service goals. Human Resources does this by developing and delivering corporate-wide human resources policies, systems and services for our staff and the organization.

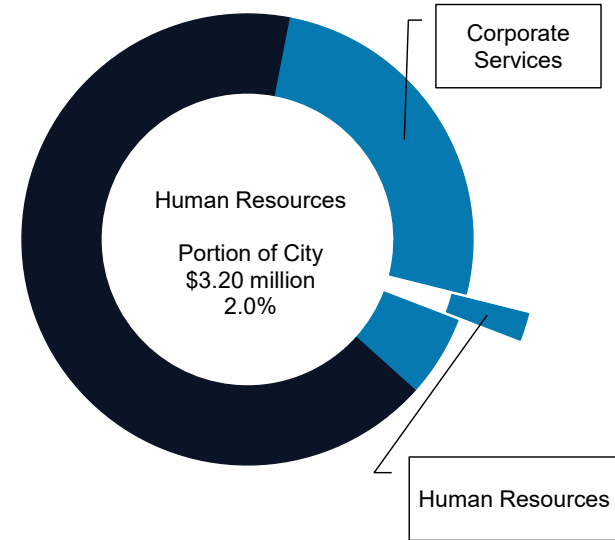
### CORE PROGRAMS AND SERVICES

- Employee and labour relations
- Organizational development and support
- Payroll and benefits
- Recruitment
- Wellness, health and safety

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Human Resources</b>			
FTE Full Time	16.00	17.00	1.00
FTE Part Time			
<b>Subtotal</b>	<b>16.00</b>	<b>17.00</b>	<b>1.00</b>
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Human Resources</b>	<b>16.00</b>	<b>17.00</b>	<b>1.00</b>

### 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
People Plan Review	Review and update of the Corporate People Plan.	Human Resources	Q2 2024
Employee Relations	Engage in collective bargaining with union groups.	Human Resources	Q2 2024
Engagement Survey 2024	Complete the second corporate engagement survey and determine actions that need to be implemented for improvement.	Human Resources	Q3 2024
Benefit Market Assessment	To make sure City staff are provided competitive benefits that are cost efficient.	Human Resources	Q4 2024
Succession Management	Implement the succession management module within SuccessFactors.	Human Resources	Q4 2024

### OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Human Resources</b>										
<b>EXPENSES</b>										
Salaries & Benefits	2,151,957	2,317,100	2,317,100	2,446,600	5.59%	84,400			2,531,000	9.23%
Materials & Supplies	262,437	303,300	303,300	293,300	(3.30%)	800		25,000	319,100	5.21%
Contract Services	348,677	348,000	348,000	348,000	0.00%				348,000	0.00%
Internal Recoveries	(282)				0.00%					0.00%
<b>Total EXPENSES</b>	<b>2,762,789</b>	<b>2,968,400</b>	<b>2,968,400</b>	<b>3,087,900</b>	<b>4.03%</b>	<b>85,200</b>		<b>25,000</b>	<b>3,198,100</b>	<b>7.74%</b>
<b>REVENUES</b>										
Fund Transfers	(115,900)	(115,900)	(115,900)	(115,900)	0.00%				(115,900)	0.00%
<b>Total REVENUES</b>	<b>(115,900)</b>	<b>(115,900)</b>	<b>(115,900)</b>	<b>(115,900)</b>	<b>0.00%</b>				<b>(115,900)</b>	<b>0.00%</b>
<b>Total Human Resources</b>	<b>2,646,889</b>	<b>2,852,500</b>	<b>2,852,500</b>	<b>2,972,000</b>	<b>4.19%</b>	<b>85,200</b>		<b>25,000</b>	<b>3,082,200</b>	<b>8.05%</b>

Tax-Supported Business Plans By Division

# Corporate Services

## TECHNOLOGY SERVICES

### BUSINESS PLAN SUMMARY

The Technology Services division provides information technology services and service desk support. Core services relate to application services, digital services, infrastructure services and information technology support.

Key initiatives for 2024 include cyber security measures, business intelligence and data analytics, and digital workforce and workplace. Also important is expectational citizen service through the City’s website and web portal and leveraging technology and applications to create new value.

This division has 37.50 FTEs and a proposed operating budget of \$9,517,500. The division has 13 capital projects with a total proposed capital budget of \$3,425,000.

### DESCRIPTION

The Technology Services division delivers solutions that aim to advance the goals and objectives of the City while serving as a catalyst for the change. This division

maintains an array of integrated business systems including utility billing, assessment and taxation, activity registrations, parking enforcement, permit issuing and tracking, point-of-sale, geographic information systems and a suite of financial and human resources solutions.

Technology Services develops, maintains and coordinates a network of technology components including desktops and laptop computers, mobile devices, voice over IP, network infrastructure and hardware, digital office equipment, operating systems, public and private WiFi, facility inter-connectivity, security solutions and servers.

The division is actively working to enhance systems for the management of financial information, human resources, electronic documents, and improving online and mobile services in several business areas.

An integral component of Technology Services is providing "client first-point-of-contact" support for technology. Providing support for MS Office products, all

corporate software, all print and audio-visual devices, and communication devices - VoIP, analog and mobile phones.

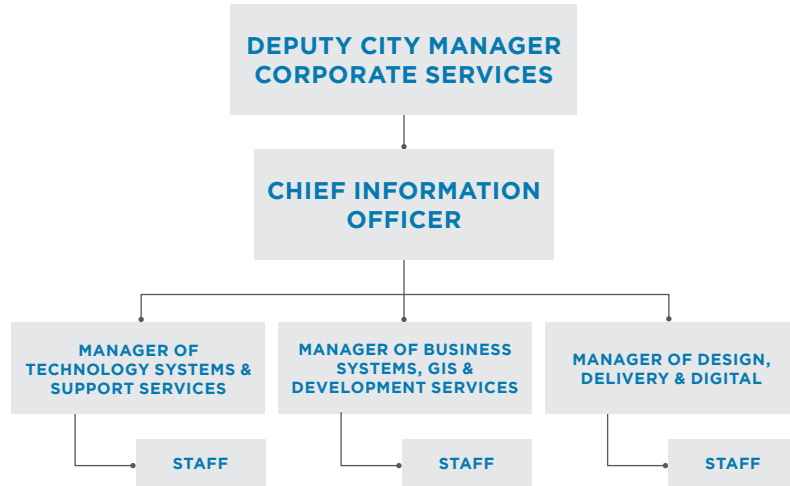
Technology Services is responsible for the development and maintenance of all corporate database environments. The division coordinates with other business areas to leverage infrastructure for the City's video surveillance, keypass access security, fire alarm monitoring and municipal elections.

Technology Services is a partner and a service provider to all internal stakeholders and helps them accomplish their goals and objectives through technology.

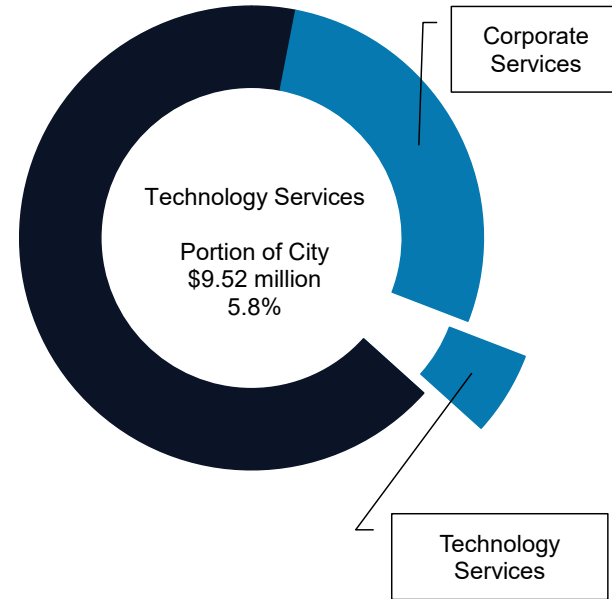
### CORE PROGRAMS AND SERVICES

- Software and business systems
- Hardware
- Service desk technology support

ORGANIZATION CHART

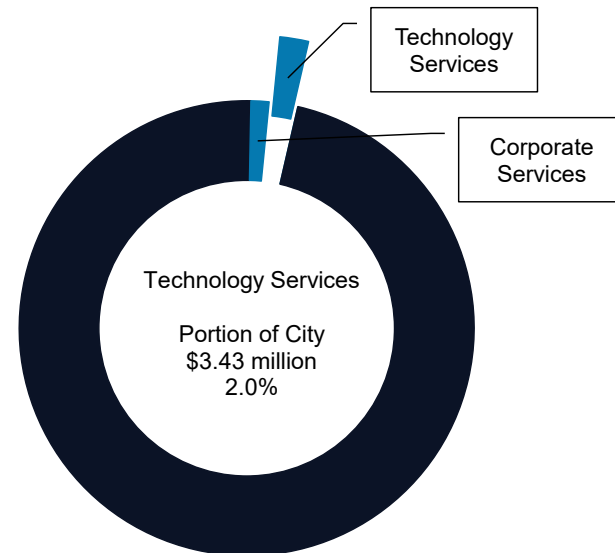


OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Services</b>			
<b>Technology Services</b>			
FTE Full Time	36.00	38.00	2.00
FTE Part Time			
Subtotal	36.00	38.00	2.00
FTE Full Time recovered from Water/Sewer	(0.50)	(0.50)	
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
Subtotal	(0.50)	(0.50)	
<b>Total Technology Services</b>	<b>35.50</b>	<b>37.50</b>	<b>2.00</b>

CAPITAL BUDGET SUMMARY



2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Business Intelligence (BI) Strategy Development and Enhancement	Develop and deliver a BI strategy and capabilities that provides a foundation for City's BI needs across all divisions and users. It will equip the City to find solutions for business needs in developing dashboards, reporting and key performance indicators.	Lay the foundation for future community building	Q2 2024
<b>Core Service Initiatives</b>			
Customer Relationship Management (CRM) Implementation	Implementation of a functional CRM platform that can handle everything from appointment scheduling, customer service assistance, and communication automation. High-level benefits include improving communication with customers and leveraging customer data reports to improve strategy.	Information Technology	Q2 2024
Connected City	Providing equal access to information and technology to all City staff. Improve identified users groups level of access to tools and technologies.	Information Technology	Q4 2024
Digital Transformation	Develop an approach to best identify and integrate digital innovation and technology in all aspects of service provision and operations across the city. This encompasses the concepts of open data, open government and e-government, and includes services through online portals and mobile applications.	Information Technology	Q4 2024

City of Cambridge 2024 Draft Budget and Business Plan/Corporate Services/Technology Services

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Services</b>										
<b>Technology Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	3,746,082	4,519,900	4,519,900	4,841,100	7.11%	227,300			5,068,400	12.14%
Materials & Supplies	1,995,272	2,935,100	2,935,100	2,925,000	(0.34%)	20,000	740,000	41,000	3,726,000	26.95%
Utilities	31				0.00%					0.00%
Contract Services	1,077,561	1,001,700	1,001,700	1,028,400	2.67%			103,300	1,131,700	12.98%
Internal Recoveries	(193,304)	(202,800)	(202,800)	(226,900)	11.88%	(175,100)		(6,600)	(408,600)	101.48%
<b>Total EXPENSES</b>	<b>6,625,642</b>	<b>8,253,900</b>	<b>8,253,900</b>	<b>8,567,600</b>	<b>3.80%</b>	<b>72,200</b>	<b>740,000</b>	<b>137,700</b>	<b>9,517,500</b>	<b>15.31%</b>
<b>REVENUES</b>										
User Fees & Charges	(1,728)				0.00%					0.00%
<b>Total REVENUES</b>	<b>(1,728)</b>				<b>0.00%</b>					<b>0.00%</b>
<b>Total Technology Services</b>	<b>6,623,914</b>	<b>8,253,900</b>	<b>8,253,900</b>	<b>8,567,600</b>	<b>3.80%</b>	<b>72,200</b>	<b>740,000</b>	<b>137,700</b>	<b>9,517,500</b>	<b>15.31%</b>

CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth Debt
<b>Corporate Services</b>								
<b>Technology Services</b>								
A/00804-40 Corporate Payment System Lifecycle Implementation	400,000	400,000						
A/00831-40 Work Order Management System Enhancements (2024)	350,000	350,000						
A/00927-10 Laptop/Desktop Replacement Lifecycle (2024)	250,000	250,000						
A/01028-40 cityONE (SAP) Lifecycle Updates And Replacements (2024)	500,000	500,000						
A/01420-10 Network Equipment Lifecycle/Replacement (2025)	400,000	400,000						
A/01510-40 Amanda Roadmap Implementation (2024)	300,000	150,000		150,000				
A/01511-40 GIS Roadmap Implementation (2024)	350,000	250,000		100,000				
A/01512-40 SharePoint Roadmap Implementation (2024)	100,000	100,000						
A/01513-40 ActiveNet Roadmap Implementation (2024)	150,000	150,000						
A/01514-40 Security System/Camera Hardware & Application Consolidation (2024)	75,000	75,000						
A/01515-40 Telephone Modernization - Teams Phone (2024)	300,000	200,000		100,000				
A/01516-40 Connected City (2024)	150,000	150,000						
A/01517-40 End-to-End Parking System & Process Digitization (2024)	100,000	100,000						
<b>Total Technology Services</b>	<b>3,425,000</b>	<b>3,075,000</b>		<b>350,000</b>				

**Tax-Supported Business Plans By Division**

# Corporate Enterprise

## CORPORATE ENTERPRISE ADMINISTRATION

### BUSINESS PLAN SUMMARY

The Corporate Enterprise Administration division is a centralized administrative unit, supporting the functions of all divisions under the department’s portfolio in responding to community needs.

The total proposed operating budget for Corporate Enterprise is \$7,132,500. The Corporate Enterprise Administration division has 2.00 FTEs and a proposed operating budget of \$418,000.

### DESCRIPTION

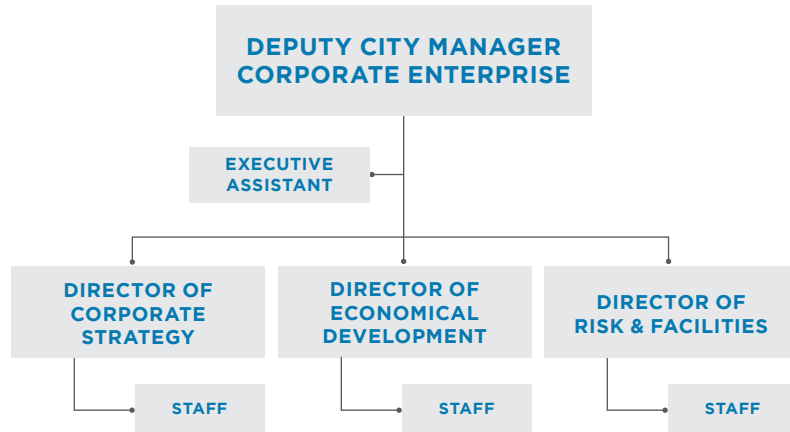
This division provides administrative governance and oversight to ensure that programs and services are working together to deliver excellent services to citizens and achieve Council's priorities.

Provides centralized support for Corporate Strategy, Economic Development, and Risk and Facilities divisions and acts as liaison with other departments.

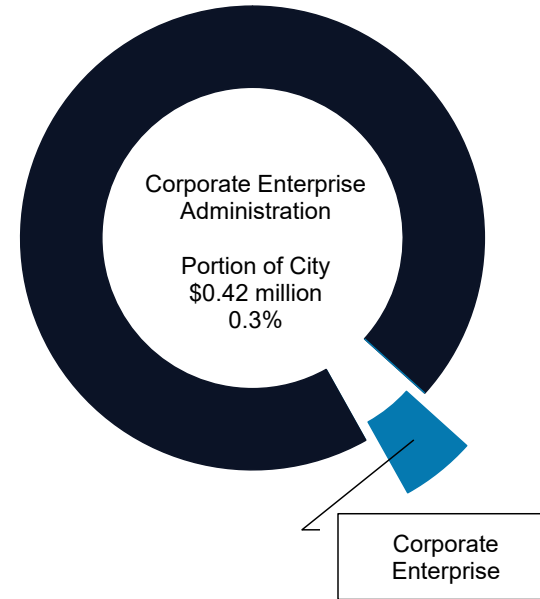
### CORE PROGRAMS AND SERVICES

- Governance
- Strategic planning
- Government relations
- Corporate policy
- Corporate performance management

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Enterprise</b>			
<b>Corporate Enterprise Administration</b>			
FTE Full Time	2.00	2.00	
FTE Part Time			
<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Corporate Enterprise Administration</b>	<b>2.00</b>	<b>2.00</b>	

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Enterprise</b>										
<b>Corporate Enterprise Administration</b>										
<b>EXPENSES</b>										
Salaries & Benefits	357,637	386,500	386,500	404,300	4.61%				404,300	4.61%
Materials & Supplies	16,017	21,200	35,300	16,100	(54.39%)		(2,400)		13,700	(61.19%)
<b>Total EXPENSES</b>	<b>373,654</b>	<b>407,700</b>	<b>421,800</b>	<b>420,400</b>	<b>(0.33%)</b>		<b>(2,400)</b>		<b>418,000</b>	<b>(0.90%)</b>
<b>Total Corporate Enterprise Administration</b>	<b>373,654</b>	<b>407,700</b>	<b>421,800</b>	<b>420,400</b>	<b>(0.33%)</b>		<b>(2,400)</b>		<b>418,000</b>	<b>(0.90%)</b>

Tax-Supported Business Plans By Division

# Corporate Enterprise

## CORPORATE STRATEGY

### BUSINESS PLAN SUMMARY

The Corporate Strategy division provides ongoing support and oversight of the City’s corporate performance management framework. Core services relate to overall governance, government relations, and corporate business and strategic planning functions. Corporate Strategy also coordinates the corporate grant program.

Key initiatives for 2024 include implementation of the 2024-2026 Strategic Plan and development of a multi-year business plan. In addition, the continued enhancement of the corporate grant program, and development of a government relations advocacy framework and a master plan standardization framework.

This division has 3.00 FTEs and a proposed operating budget of \$460,100.

### DESCRIPTION

The Corporate Strategy division provides ongoing support and oversight of the City’s corporate performance management

framework. This includes the vision, mission, values, goals, objectives and strategic actions as determined by the Strategic Plan, which is developed through consultation with Council, staff and the public. Corporate Strategy is responsible for the review, reporting and communication of progress made by the City. It also provides support to help the City advocate for key priorities as they align with the Strategic Plan.

Working in partnership with Council, the Corporate Leadership Team (CLT), the Senior Management Team (SMT) and other key resources, the Corporate Strategy division:

- Ensures an open and transparent process for community dialogue and engagement on key issues;
- Develops the goals and objectives for Cambridge that articulate the vision of the community;
- Reviews and develops strategic actions and associated initiatives that align with

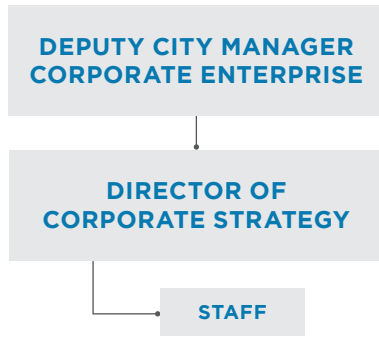
the goals and objectives;

- Assists in the implementation of key deliverables (either in terms of project management or from an inter-governmental perspective);
- Identifies potential challenges /obstacles that may hinder progress related to the strategic plan; and
- Reviews the overall decision-making framework, identifying opportunities to refresh, engage, and continually improve as appropriate.

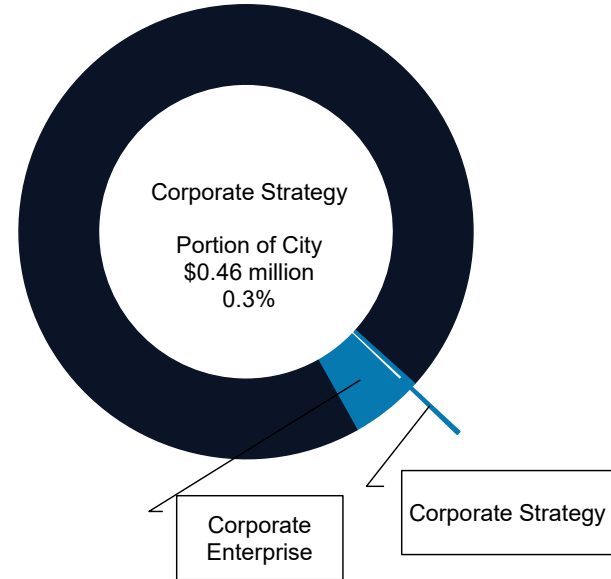
### CORE PROGRAMS AND SERVICES

- Corporate performance management,
- Corporate policy
- Governance
- Government relations
- Corporate grant program administration
- Strategic and business planning

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Enterprise</b>			
<b>Corporate Strategy</b>			
FTE Full Time	3.00	3.00	
FTE Part Time			
<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Corporate Strategy</b>	<b>3.00</b>	<b>3.00</b>	

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Strategic Plan 2024-2026	Implementation of the 2024-26 Strategic Plan. This plan will guide decision making, priority setting and ongoing performance management to ensure we can continue to deliver high-quality services to the community.	Lay the foundation for future community building	Q2 2024
Multi-Year Business Planning	Enhancing our planning process to identify initiatives and projects over multiple years. Aligning with our multi-year budget, this will allow the City to better anticipate longer-term financial needs and allocate resources accordingly to ensure we are fully delivering on our Strategic Plan.	Lay the foundation for future community building	Q4 2024
<b>Core Service Initiatives</b>			
Grant Framework Phase Two	Developing a more proactive approach to grant opportunity identification and development. This will involve a review of opportunities for external support for identifying and preparing grant proposals.	Governance	Q2 2024
Government Relations Strategy	Developing a strategic government relations advocacy platform for priorities in Cambridge in partnership with the Mayor's office.	Governance	Q4 2024
Development of Enhanced Year in Review	Enhancing the Year in Review with a more streamlined performance focus of sharing our yearly success with stakeholders as part of the implementation of the Strategic Plan and performance measurement framework.	Governance	Q4 2024
Master Plan Standardization Framework	Create a master plan standardized framework enhancing process, improving outputs, and aligning with the strategic plan.	Governance	Q4 2024

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Enterprise</b>										
<b>Corporate Strategy</b>										
<b>EXPENSES</b>										
Salaries & Benefits	358,622	412,400	417,100	424,600	1.80%				424,600	1.80%
Materials & Supplies	401	8,400	24,400	8,400	(65.57%)			(900)	7,500	(69.26%)
Contract Services	45,556	62,000	62,000	28,000	(54.84%)				28,000	(54.84%)
<b>Total EXPENSES</b>	<b>404,579</b>	<b>482,800</b>	<b>503,500</b>	<b>461,000</b>	<b>(8.44%)</b>			<b>(900)</b>	<b>460,100</b>	<b>(8.62%)</b>
<b>Total Corporate Strategy</b>	<b>404,579</b>	<b>482,800</b>	<b>503,500</b>	<b>461,000</b>	<b>(8.44%)</b>			<b>(900)</b>	<b>460,100</b>	<b>(8.62%)</b>

Tax-Supported Business Plans By Division

# Corporate Enterprise

## ECONOMIC DEVELOPMENT

### BUSINESS PLAN SUMMARY

The Economic Development division supports local businesses and economic growth through a number of programs and services. Core services relate to Business Improvement Area (BIA)/core area support, business attraction and retention, community development, filming, small business centre, and tourism promotion and visitor information.

Key initiatives for 2024 include the completion and implementation of the Economic Development Review and Action Plan, as well as the completion of the Placemaking Study and execution of the pilot project.

This division has 5.50 FTEs and a proposed operating budget of \$874,200. Gross expenditures of \$2,208,900 are offset by (\$1,334,700) in revenues from fund transfers, other revenues, and user fees and charges.

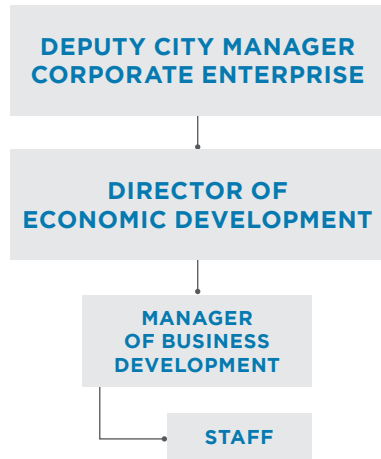
### DESCRIPTION

The Economic Development division is responsible for working collaboratively with departments across the corporation, developers across the City and beyond, and providing the leadership necessary to create a City that welcomes business, innovation, growth and development. The focus is on industrial, commercial, downtown and mixed-use developments.

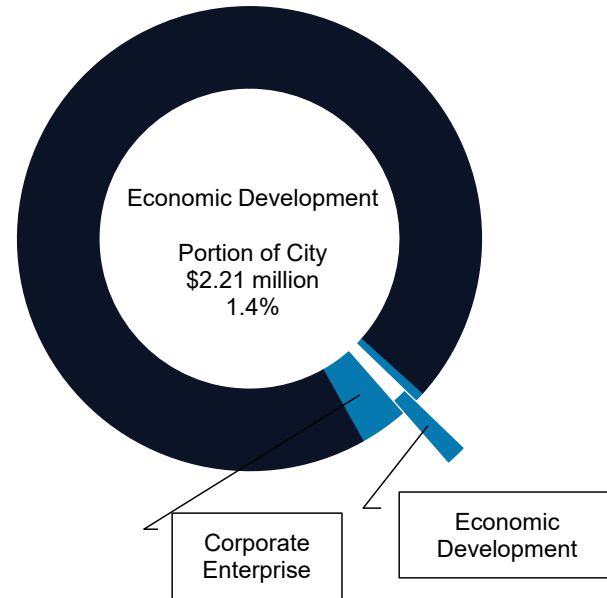
### CORE PROGRAMS AND SERVICES

- Business improvement area (BIA)/core area support
- Business attraction and retention
- Development facilitation
- Community development
- Filming
- Small business centre
- Tourism promotion and visitor info

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Enterprise</b>			
<b>Economic Development</b>			
FTE Full Time	5.50	5.50	
FTE Part Time			
<b>Subtotal</b>	<b>5.50</b>	<b>5.50</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Economic Development</b>	<b>5.50</b>	<b>5.50</b>	

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Placemaking Study and Pilot Project	Delivering a shared and creative space within downtown that makes the community proud and attracts people to the core.	Establish our core areas as attractive destinations	Q2 2024
Core Area Transformation Fund Residential Units 2024	Incentive program includes funding for the creation/renovation of residential units in our core areas.	Increase housing options	Q4 2024
Core Area Financial Incentives 2024	Funding of downtown grants for 2024 community improvement plans. An annual \$1,000,000 draw from Core Area Transformation Fund reserve was previously approved by Council.	Establish our core areas as attractive destinations	Q4 2024
Economic Development Review and Action Plan Implementation	Completion and implementation of Economic Development Review and Action Plan setting strategy for the future.	Enable small business to succeed	Q4 2024

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Enterprise</b>										
<b>Economic Development</b>										
<b>EXPENSES</b>										
Salaries & Benefits	748,196	815,800	768,700	767,900	(0.10%)				767,900	(0.10%)
Materials & Supplies	31,935	96,000	123,000	107,600	(12.52%)			(1,000)	106,600	(13.33%)
Utilities	4,180	4,500	4,700	1,200	(74.47%)				1,200	(74.47%)
Contract Services	312,663	75,000	78,000	67,000	(14.10%)				67,000	(14.10%)
External Transfers	522,078	1,069,400	1,068,900	69,600	(93.49%)			1,000,000	1,069,600	0.07%
Rents & Financial Expenses	70,179	73,800	71,000	5,100	(92.82%)				5,100	(92.82%)
Fund Transfers	250,151	192,200	189,500	191,500	1.06%				191,500	1.06%
Internal Recoveries	13,386	20,000	20,000		(100.00%)					(100.00%)
<b>Total EXPENSES</b>	<b>1,952,768</b>	<b>2,346,700</b>	<b>2,323,800</b>	<b>1,209,900</b>	<b>(47.93%)</b>			<b>999,000</b>	<b>2,208,900</b>	<b>(4.94%)</b>
<b>REVENUES</b>										
User Fees & Charges	(198,064)	(186,780)	(187,000)	(184,700)	(1.23%)				(184,700)	(1.23%)
Other Revenues	(30,299)	(31,100)	(31,100)	(32,500)	4.50%				(32,500)	4.50%
Fund Transfers	(758,016)	(1,108,500)	(1,132,500)	(117,500)	(89.62%)			(1,000,000)	(1,117,500)	(1.32%)
<b>Total REVENUES</b>	<b>(986,379)</b>	<b>(1,326,380)</b>	<b>(1,350,600)</b>	<b>(334,700)</b>	<b>(75.22%)</b>			<b>(1,000,000)</b>	<b>(1,334,700)</b>	<b>(1.18%)</b>
<b>Total Economic Development</b>	<b>966,389</b>	<b>1,020,320</b>	<b>973,200</b>	<b>875,200</b>	<b>(10.07%)</b>			<b>(1,000)</b>	<b>874,200</b>	<b>(10.17%)</b>

Tax-Supported Business Plans By Division

# Corporate Enterprise

## RISK AND FACILITIES

### BUSINESS PLAN SUMMARY

The Risk and Facilities division proactively manages the City’s risks, provide facility operations and management services, and sustainable, design and development services. Core services relate to risk management, general insurance program, claims administration, building, design and construction, maintenance, operations, and advisory support on City programs and facility projects.

Key initiatives for 2024 include Soper Park outdoor pool design and park plan, energy assessment, heritage building improvements and restoration, and renewal of city infrastructure.

This division has 20.46 FTEs and a proposed operating budget of \$5,380,200. Gross expenditures of \$5,428,400 are offset by (\$48,200) in revenues from fund transfers, and user fees and charges. The division has nine capital projects with a total proposed capital budget of \$2,166,400.

### DESCRIPTION

The Risk and Facilities division proactively manages the City’s risks, delivers facility management services, and provides building design and construction services.

The risk management function is aimed to provide a professional assurance function designed to create, add, and preserve value throughout the city by proactively managing the City’s risks, systems of internal controls and operations. This involves a risk management function that facilitates risk-based decisions through continuous engagement and dialogue with all operational areas, at all levels of the corporation with the goal of identifying, analyzing and treating its risk exposures.

The general insurance program involves the procurement of insurance coverage and the management of the City’s self-insured retention and reserve fund, and the administration of the City’s insurance claim files which involves managing the claim files on a day-to-day basis and liaising with the City’s insurer.

The Sustainable, Design and Development group provides planning, design, estimating and project implementation services for the development, restoration, renovation, and new construction of the City’s facilities.

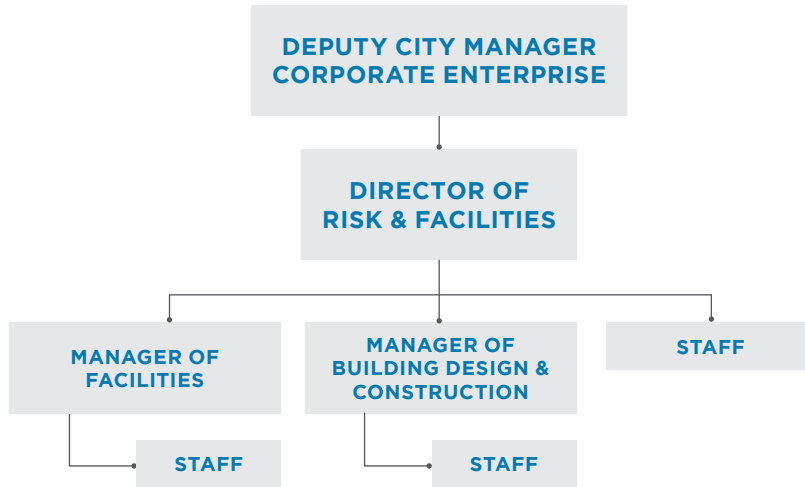
The Facility Management group seeks excellence in the provision of building management services for City Hall, Historic City Hall, and other City facilities.

Facilities and Sustainable, Design and Development work in collaboration to provide safe, accessible, and a quality built environment for staff and visitors to all City facilities.

### CORE PROGRAMS AND SERVICES

- Risk assessment and mitigation
- Insurance management
- Construction, design and development
- Facility maintenance
- Facility and construction planning
- Project advisory

ORGANIZATION CHART

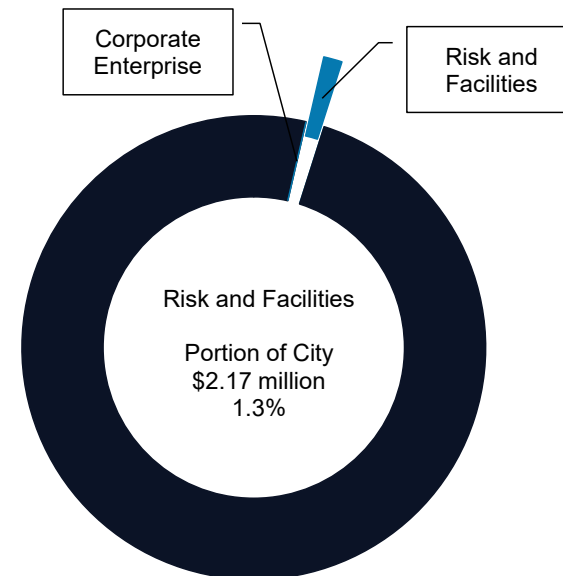


	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Corporate Enterprise</b>			
<b>Risk and Facilities</b>			
FTE Full Time	15.65	15.65	
FTE Part Time	4.81	4.81	
<b>Subtotal</b>	<b>20.46</b>	<b>20.46</b>	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Risk and Facilities</b>	<b>20.46</b>	<b>20.46</b>	

OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Soper Park Outdoor Pool Design and Park Plan	Conceptualize and design of a new outdoor pool and park plan for the community in Soper Park.	Create and activate spaces that offer things for people to do	Q4 2024
Carbon Reduction Feasibility Study	A comprehensive review of the opportunities to reduce GHG emissions within City-owned facilities to support regional target of reducing GHG emissions by 50 percent by 2030.	Take action to combat climate change	Q4 2024
<b>Core Service Initiatives</b>			
Landreth Cottage Heritage Restoration	Heritage restoration work at Landreth Cottage for critical heritage defining elements identified in the building conditions assessment.	Facilities Management	Q4 2024
Cambridge Community Theatre Heritage Restoration	Heritage restoration work at Cambridge Community Theatre on the south elevation including brick replacement, repointing, and restoration of doorsills and frames.	Facilities Management	Q1 2025
Hespeler Town Centre Heritage Restoration Design	Heritage restoration design work for Hespeler Town Centre including masonry work, windows and new concrete stairs with railings.	Facilities Management	Q2 2025

City of Cambridge 2024 Draft Budget and Business Plan/Corporate Enterprise/Risk and Facilities

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Enterprise</b>										
<b>Risk and Facilities</b>										
<b>EXPENSES</b>										
Salaries & Benefits	1,619,566	2,003,000	2,047,000	2,178,700	6.43%				2,178,700	6.43%
Materials & Supplies	127,146	172,800	152,800	148,900	(2.55%)			(1,500)	147,400	(3.53%)
Utilities	933,907	1,180,800	1,200,800	1,259,100	4.86%				1,259,100	4.86%
Contract Services	1,440,811	1,747,800	1,630,800	1,702,000	4.37%				1,702,000	4.37%
Fund Transfers	120,000	120,000	120,000	120,000	0.00%				120,000	0.00%
Internal Recoveries	16,210	19,300	19,300	21,200	9.84%				21,200	9.84%
<b>Total EXPENSES</b>	<b>4,257,640</b>	<b>5,243,700</b>	<b>5,170,700</b>	<b>5,429,900</b>	<b>5.01%</b>			<b>(1,500)</b>	<b>5,428,400</b>	<b>4.98%</b>
<b>REVENUES</b>										
User Fees & Charges	(3,812)	(16,200)	(16,200)	(16,200)	0.00%				(16,200)	0.00%
Fund Transfers	(32,000)	(36,000)	(36,000)	(32,000)	(11.11%)				(32,000)	(11.11%)
<b>Total REVENUES</b>	<b>(35,812)</b>	<b>(52,200)</b>	<b>(52,200)</b>	<b>(48,200)</b>	<b>(7.66%)</b>				<b>(48,200)</b>	<b>(7.66%)</b>
<b>Total Risk and Facilities</b>	<b>4,221,828</b>	<b>5,191,500</b>	<b>5,118,500</b>	<b>5,381,700</b>	<b>5.14%</b>			<b>(1,500)</b>	<b>5,380,200</b>	<b>5.11%</b>

CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debenture	Growth Debt
<b>Corporate Enterprise</b>								
<b>Risk and Facilities</b>								
A/01398-40 Galt Arena Door Replacement	140,000			140,000				
A/01483-30 Soper Park Outdoor Pool Design and Park Plan	450,000		450,000					
A/01479-40 WG Johnson Lunch Room and Storage	130,700	130,700						
A/01236-20 Building Condition Assessments (2024)	200,000			200,000				
A/01480-40 City Campus Concrete paver replacement	200,000	200,000						
A/00698-40 City Hall – Curtain Wall & Parapet Flashing - Construction	400,000			400,000				
A/00460-40 Heritage Restore - Cambridge Community Theatre	173,700	173,700						
A/00553-30 Heritage Reno - Hespeler Town Centre - Design	300,000	300,000						
A/01474-40 Landreth Cottage Heritage Restoration	172,000							
<b>Total Risk and Facilities</b>	<b>2,166,400</b>	<b>976,400</b>	<b>450,000</b>	<b>740,000</b>				

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**Tax-Supported Business Plans By Division**

# Community Development

## COMMUNITY DEVELOPMENT ADMINISTRATION

### BUSINESS PLAN SUMMARY

The Community Development Administration division is a centralized administrative unit, supporting the functions of all divisions under the department's portfolio in responding to corporate needs.

The total proposed operating budget for Community Development is \$10,381,900. The Community Development Administration division has 2.00 FTEs and a proposed operating budget of \$443,400.

### DESCRIPTION

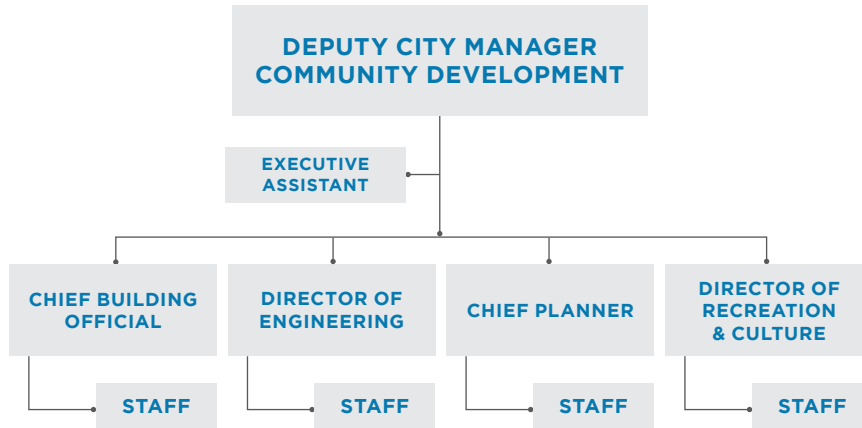
This division provides administrative governance and oversight to ensure that programs and services are working together to deliver excellent services to citizens and achieve Council's priorities.

The division also provides centralized support for Building Services, Engineering & Transportation, Planning Services and Recreation & Culture and acts as liaison with other departments.

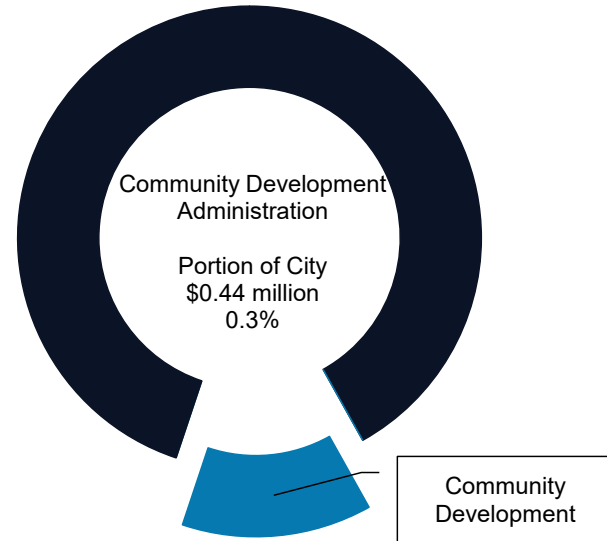
### CORE PROGRAMS AND SERVICES

- Governance
- Strategic planning
- Government relations
- Corporate policy
- Corporate performance management

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Community Development</b>			
<b>Community Development Administration</b>			
FTE Full Time	2.00	2.00	
FTE Part Time			
Subtotal	2.00	2.00	
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
Subtotal			
<b>Total Community Development Administration</b>	<b>2.00</b>	<b>2.00</b>	

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Community Development</b>										
<b>Community Development Administration</b>										
<b>EXPENSES</b>										
Salaries & Benefits	380,389	377,300	377,300	398,500	5.62%				398,500	5.62%
Materials & Supplies	127,711	63,600	63,600	29,100	(54.25%)				29,100	(54.25%)
Contract Services	20,060	21,200	21,200		(100.00%)					(100.00%)
External Transfers	31,064	15,800	15,800		(100.00%)		15,800	15,800	15,800	0.00%
<b>Total EXPENSES</b>	<b>559,224</b>	<b>477,900</b>	<b>477,900</b>	<b>427,600</b>	<b>(10.53%)</b>			<b>15,800</b>	<b>443,400</b>	<b>(7.22%)</b>
<b>REVENUES</b>										
Fund Transfers		(34,500)	(34,500)		(100.00%)					(100.00%)
<b>Total REVENUES</b>		<b>(34,500)</b>	<b>(34,500)</b>		<b>(100.00%)</b>					<b>(100.00%)</b>
<b>Total Community Development Administration</b>	<b>559,224</b>	<b>443,400</b>	<b>443,400</b>	<b>427,600</b>	<b>(3.56%)</b>			<b>15,800</b>	<b>443,400</b>	

**Tax-Supported Business Plans By Division**

# Community Development

## BUILDING SERVICES

### BUSINESS PLAN SUMMARY

The Building Services division is responsible for the enforcement of the Ontario Building Code Act. Core services relate to building permits and cross connection control program (backflow prevention).

Key initiatives for 2024 include customer information and engagement plan, customer property and project guide, optimization of online application portal, and development of inactive permit clean-up program.

This division has 21.08 FTEs and a balanced operating budget, as gross expenditures are completely offset by user fees and charges.

### DESCRIPTION

The Province of Ontario is responsible for the development of building regulations, through the Ontario Building Code Act and the Ontario Building Code.

The Building Services division is responsible for the enforcement of this Act and Code for the City of Cambridge and is funded through permit revenue.

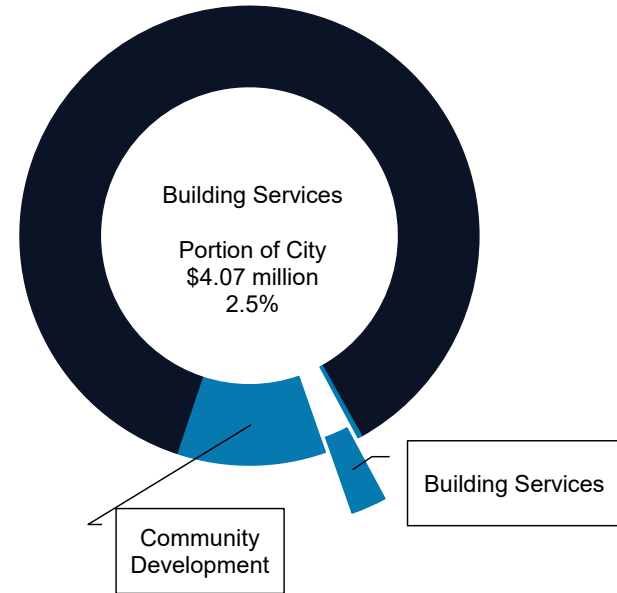
### CORE PROGRAMS AND SERVICES

- Review and issue building permits
- Inspect construction projects resulting from building permits
- Administer a cross connection control program (backflow prevention)

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Community Development</b>			
<b>Building Services</b>			
FTE Full Time	22.00	23.00	1.00
FTE Part Time	0.33	0.33	
<b>Subtotal</b>	<b>22.33</b>	<b>23.33</b>	<b>1.00</b>
FTE Full Time recovered from Water/Sewer	(2.25)	(2.25)	
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>(2.25)</b>	<b>(2.25)</b>	
<b>Total Building Services</b>	<b>20.08</b>	<b>21.08</b>	<b>1.00</b>

### 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Customer Information and Engagement Plan	Create enhanced information and public education resources to ensure our customers understand who we are, why our role is important, how to get permits, and property and project specific guide.	Building Services	Q2 2024
Online Services - Submission of Documents and Information	Optimize the online application portal so that all documents and communications relating to a specific permit are submitted directly into the permit database.	Building Services	Q3 2024
Develop Inactive Permit Clean-up Program	Proactively closed out inactive permits to mitigate risk.	Building Services	Q3 2024
Amanda Process Improvements	Internal improvements - Amanda folder efficiencies, process improvements, and mobile app for field staff.	Building Services	Q4 2024

### OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Community Development</b>										
<b>Building Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	2,217,382	2,628,800	2,628,800	2,749,500	4.59%	120,000			2,869,500	9.16%
Materials & Supplies	1,368	30,000	30,000	30,900	3.00%				30,900	3.00%
Contract Services	249,076	2,000	2,000	2,000	0.00%				2,000	0.00%
Fund Transfers	3,326,765	1,730,400		32,300	0.00%				32,300	0.00%
Internal Recoveries	869,866	963,800	963,800	952,000	(1.22%)	175,100		6,600	1,133,700	17.63%
<b>Total EXPENSES</b>	<b>6,664,457</b>	<b>5,355,000</b>	<b>3,624,600</b>	<b>3,766,700</b>	<b>3.92%</b>	<b>295,100</b>		<b>6,600</b>	<b>4,068,400</b>	<b>12.24%</b>
<b>REVENUES</b>										
User Fees & Charges	(6,664,458)	(5,354,000)	(3,623,600)	(3,765,700)	3.92%				(3,765,700)	3.92%
Fines, Penalties & Interest		(1,000)	(1,000)	(1,000)	0.00%				(1,000)	0.00%
Fund Transfers					0.00%	(295,100)		(6,600)	(301,700)	0.00%
<b>Total REVENUES</b>	<b>(6,664,458)</b>	<b>(5,355,000)</b>	<b>(3,624,600)</b>	<b>(3,766,700)</b>	<b>3.92%</b>	<b>(295,100)</b>		<b>(6,600)</b>	<b>(4,068,400)</b>	<b>12.24%</b>
<b>Total Building Services</b>		<b>(1)</b>								

Tax-Supported Business Plans By Division

# Community Development

## ENGINEERING AND TRANSPORTATION SERVICES

### BUSINESS PLAN SUMMARY

The Engineering and Transportation Services division is responsible for the capital delivery of municipal infrastructure projects that serve our existing community and provides the necessary infrastructure to support future housing and businesses.

Key initiatives for 2024 include construction of municipal infrastructure to support phase two of the North Cambridge Business Park, reconstruction of Beverly Street with a new pedestrian underpass, and update of the Stormwater Master Plan. As well as implementation of city-wide speed limit signage, and construction of Jumpstart accessible sports court.

This division has 33.10 FTEs and a proposed operating budget of \$3,828,700. Gross expenditures of \$5,242,700 are offset by (\$1,414,000) in revenues from fund transfers, and user fees and charges. This division has 36 capital projects with a total proposed budget of \$48,285,000.

### DESCRIPTION

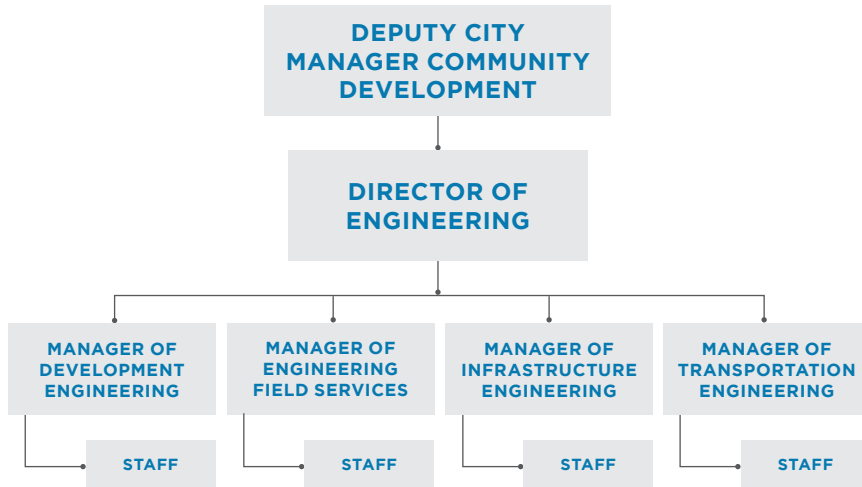
The Engineering and Transportation Services division manages the planning, design, construction, and inspection of municipal infrastructure to provide for the health and safety of our growing community, all while ensuring the sustainability for future generations. This includes the renewal, replacement or expansion of roads, bridges, culverts, parks, trails, sidewalks, streetlighting, water, storm, and sanitary sewers.

### CORE PROGRAMS AND SERVICES

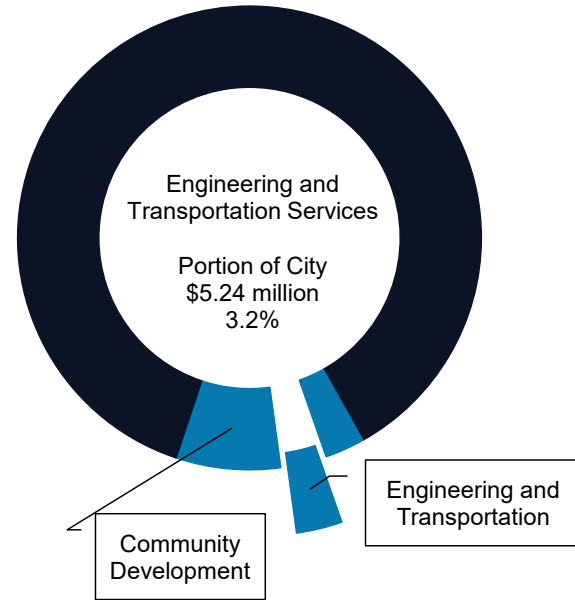
- Transportation and development planning – studies, master plans, design standards and policy administration
- Transportation demand management – promotion of programs, transit, active transportation and supporting infrastructure
- Traffic management – streetlighting, crossing guards, speed management, traffic safety and investigations
- Corridor management – access permits, highway occupancy permits, municipal consents and agreements

- Parking management – lot operations, parking permits and on-street parking programs
- Subdivision management – detailed design review, agreements and securities, construction and maintenance
- Site plan management – detailed investigation and study review, site servicing, stormwater management and landscaping
- Engineering field services – survey, construction inspection, monitoring and investigation
- Park and recreational trail construction and renewal
- Infrastructure rehabilitation – asphalt paving, water and sanitary lining and stormwater pond remediation
- Infrastructure reconstruction – design, approvals, procurement and contract administration

ORGANIZATION CHART

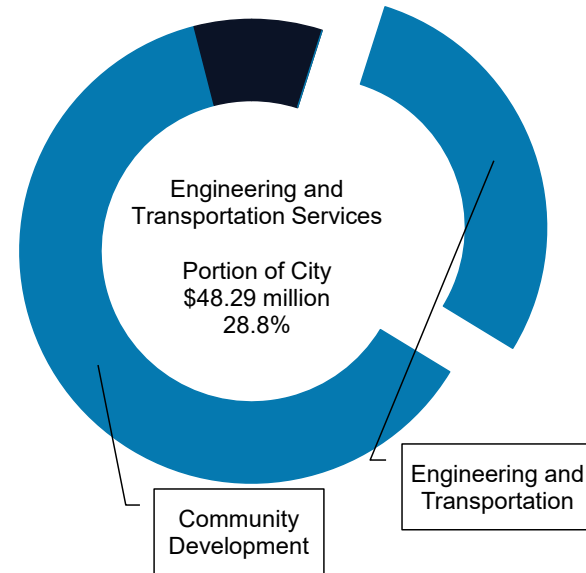


OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Community Development</b>			
<b>Engineering and Transportation Services</b>			
FTE Full Time	30.00	30.00	
FTE Part Time	14.05	14.05	
Subtotal	44.05	44.05	
FTE Full Time recovered from Water/Sewer	(9.13)	(8.59)	0.54
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm	(1.60)	(2.36)	
FTE Part Time recovered from Storm			
Subtotal	(10.73)	(10.95)	0.54
<b>Total Engineering and Transportation Services</b>	<b>33.32</b>	<b>33.10</b>	<b>0.54</b>

CAPITAL BUDGET SUMMARY



## 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Stormwater Master Plan Update	Condition and capacity assessments, development of capital program, review and update of stormwater management policy, review and inclusion of low impact development measures, and incorporation of impacts of climate change.	Lay the foundation for future community building	Q3 2024
City-Wide Speed Signage Implementation	Implementation of new city-wide speed limit signage as a result of the 40km/h neighbourhood speed limit pilot project.	Encourage safe and healthy neighbourhoods	Q4 2024
Hespeler Transportation Assessment	Transportation network assessment study to address and support growth and development in the Hespeler area.	Promote and develop more transportation options	Q4 2024
Jumpstart Accessible Sports Amenity Design and Construction	The design and construction of an accessible multi sports court at Hespeler Optimist Park in partnership with the Canadian Tire Jumpstart program.	Provide age-friendly services that are accessible to all	Q4 2025
Beverly Street Reconstruction and Pedestrian Underpass	Pedestrian underpass installation on Beverly Street to address pedestrian and cyclist safety concerns at the constrained CP rail overpass.	Encourage safe and healthy neighbourhoods	Q4 2025
North Cambridge Business Park Phase Two	Construction of the North Cambridge Business Park including the extension of Intermarket Road from Allendale to Middle Block Road and Boychuk Drive to King Street.	Lay the foundation for future community building	Q4 2025
Black Bridge Road and Bridge Construction	Construction of a new Black Bridge over Speed River and renewal of Black Bridge Road from Baldwin Ave to Townline Road. Project includes upgrades to the existing heritage bridge structure and conversion to multi use trail.	Enhance opportunities to enjoy built and natural heritage	Q4 2025

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Community Development</b>										
<b>Engineering and Transportation Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	3,802,635	4,387,832	4,439,600	4,662,200	5.01%				4,662,200	5.01%
Materials & Supplies	25,536	69,500	69,500	71,000	2.16%			(3,100)	67,900	(2.30%)
Utilities	854,300	974,300	974,300	975,000	0.07%				975,000	0.07%
Contract Services	1,595,993	1,425,400	1,450,400	1,478,500	1.94%		1,000		1,479,500	2.01%
External Transfers		4,700	4,700	4,700	0.00%				4,700	0.00%
Rents & Financial Expenses	230,690	229,300	229,300	191,900	(16.31%)				191,900	(16.31%)
Internal Recoveries	(1,521,348)	(2,011,600)	(2,097,800)	(2,138,500)	1.94%				(2,138,500)	1.94%
<b>Total EXPENSES</b>	<b>4,987,806</b>	<b>5,079,432</b>	<b>5,070,000</b>	<b>5,244,800</b>	<b>3.45%</b>		<b>1,000</b>	<b>(3,100)</b>	<b>5,242,700</b>	<b>3.41%</b>
<b>REVENUES</b>										
User Fees & Charges	(1,061,170)	(973,800)	(973,800)	(1,113,400)	14.34%				(1,113,400)	14.34%
Grants & Government Transfers	(2,100)				0.00%					0.00%
Fund Transfers	(483,181)	(284,900)	(284,900)	(300,600)	5.51%				(300,600)	5.51%
<b>Total REVENUES</b>	<b>(1,546,451)</b>	<b>(1,258,700)</b>	<b>(1,258,700)</b>	<b>(1,414,000)</b>	<b>12.34%</b>				<b>(1,414,000)</b>	<b>12.34%</b>
<b>Total Engineering and Transportation Services</b>	<b>3,441,355</b>	<b>3,820,732</b>	<b>3,811,300</b>	<b>3,830,800</b>	<b>0.51%</b>		<b>1,000</b>	<b>(3,100)</b>	<b>3,828,700</b>	<b>0.46%</b>

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth Debt
<b>Community Development</b>								
<b>Engineering and Transportation Services</b>								
A/01171-40 Edward St. Retaining Wall Renewal Replacement	715,000	715,000						
A/00492-40 Blackbridge Rd and Bridge Reconstruction	20,600,000						6,863,000	13,737,000
A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis	482,000				482,000			
A/00750-40 SWM Pond 151 Rehabilitation	605,000	372,000				233,000		
A/01489-30 Saginaw Parkway at Green Vista Drive Intersection Improvements	100,000	85,000	15,000					
A/00588-40 Playground Replacement - Stiling MacGregor Park	222,000	222,000						
A/00612-40 Playground Replacement - Sault Park	230,000	125,400			104,600			
A/00675-42 Elgin Street North Utility Relocations	300,000	100,000		200,000				
A/00987-40 Asphalt Resurfacing Program (2024)	945,000	945,000						
A/01080-40 Argyle Street North and South Reconstruction	1,618,000	848,000		770,000				
A/01081-40 Glendale Place and Ash Street Reconstruction	1,723,000	840,000		883,000				
A/01082-40 Oxford St. Reconstruction	2,990,000	146,500		1,516,500	1,327,000			
A/01083-40 Albert St. Reconstruction	2,665,000	73,000		1,452,000	1,140,000			
A/01100-40 Trail Bridges (2024)	450,000	450,000						
A/01240-30 West River Road Trunk Sanitary Access - Design	90,000			90,000				
A/01294-40 Blenheim Road Reconstruction (2024)	3,440,000	285,000		863,500	1,596,000	695,500		
A/01313-40 Sanitary Lining Citywide (2024)	1,950,000			1,950,000				
A/01444-40 Dickson St. Parking Lot Storm Improvements	350,000			350,000				
A/01445-40 Mill Creek Road Watermain	960,000			960,000				
A/01446-40 Sault Park - New Playground	217,800	187,800				30,000		
A/00598-30 Bridge & Culvert Design	250,000	250,000						
A/01204-40 Sidewalk Installation – Preston Parkway	293,000	44,000	249,000					
A/01488-40 Sidewalk Installation - Edward Street (2024)	75,000	75,000						
A/00570-30 Infrastructure Design (2024)	536,000	166,000		370,000				
A/00571-41 Middle Block Road Trunk Sanitary Sewer	2,953,000		2,082,800			870,200		
A/01499-30 Hespeler Transportation Assessment (2024)	150,000		75,000			75,000		
A/00469-40 Lions Cana Amera Splashpad Design and Build	860,000		860,000					
A/01018-20 Bishop St N (Franklin-CanAmer) - EA	210,100	31,500	178,600					
A/01104-30 Park Dev Isherwood Design	51,000		51,000					
A/00571-30 East Side Middle Block Rd Design (Fountain to NS Collector)	670,700	49,100	621,600					
A/01107-40 Trail Dev - South Point Ph 2 (Bosdale)	356,700		356,700					
A/00765-40 Parklawn Cemetery Roads	430,000			430,000				
A/01195-31 Limerick Road Design	202,500	202,500						
A/01212-30 Park Dev Lakeview/Morrison Development Design	71,700		71,700					
A/01463-40 Park Dev Saginaw Subdivision	235,000		235,000					
A/01358-40 City-Wide Speed Limit Signage Implementation (2024)	287,500	287,500						
<b>Total Engineering and Transportation Services</b>	<b>48,285,000</b>	<b>6,500,300</b>	<b>4,796,400</b>	<b>9,835,000</b>	<b>4,649,600</b>	<b>1,903,700</b>	<b>6,863,000</b>	<b>13,737,000</b>

Tax-Supported Business Plans By Division

# Community Development

## PLANNING SERVICES

### BUSINESS PLAN SUMMARY

The Planning Services division delivers development approvals and land use planning. Core services relate to committee of adjustment, official plan and zoning by-law amendments, pre-consultation, site plan review and approval, environmental planning, as well as long range planning determining where people will live, work and be active.

Key initiatives for 2024 include completing the Growth Management study, Green Development Standards review, and background work for our City’s Official Plan. Heritage conservation district study in Hespeler, a heritage building list permit review and heritage property designations. Several housing initiatives with Housing Affordability Study, Additional Residential Unit Assistance Program (ARUs), and community improvement plans for Hespeler Road Corridor and South East Galt.

This division has 29.30 FTEs and a proposed operating budget of \$2,086,300. Gross expenditures of \$3,734,900 are offset by (\$1,648,600) in revenues from user fees and charges. This division has five capital projects with a total proposed capital budget of \$2,083,800.

### DESCRIPTION

The Planning Services division is responsible for helping to build Cambridge’s future by managing the growth and needs of the City. Over the next 30 years 65,000 new residents are expected to

call Cambridge home. The role of Planning Services division is to determine how to best support Council decisions as they relate to sustainable city building.

The division also supports special advisory committees to Council relating to growth and development, heritage issues and the environment.

### CORE PROGRAMS AND SERVICES

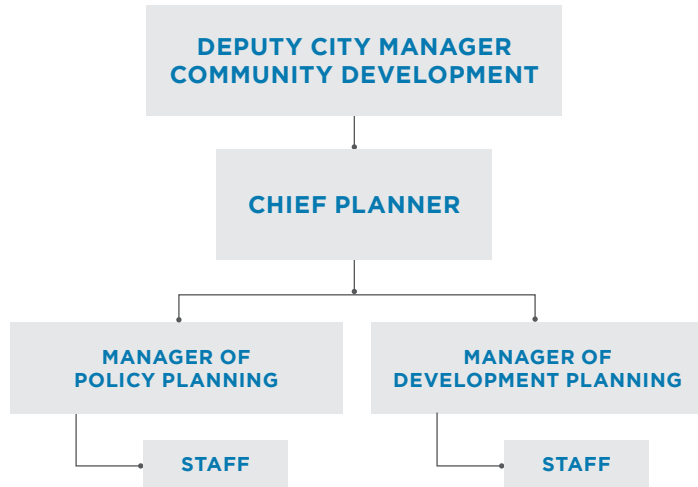
Processing Development approvals such as:

- Committee of Adjustment
- Pre-consultation of future applications
- Calculating development charges
- Official plan and zoning by-law amendments
- Part lot control exemptions, sign variances, site plan review and approval

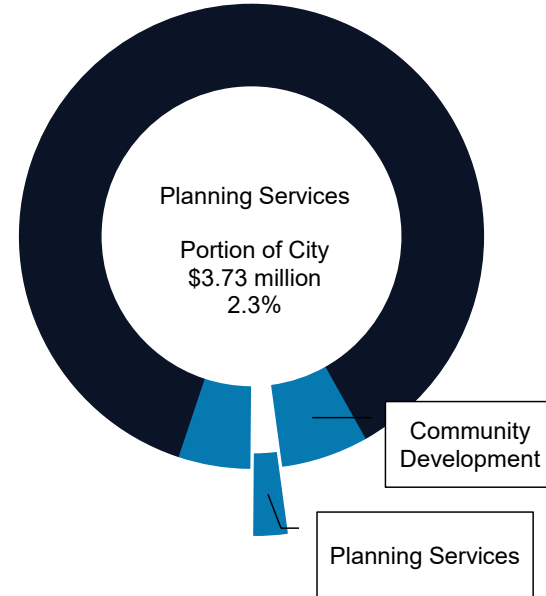
Policy planning establishes the community policies to:

- Guide development
- Support liveability and experience of place for residents and visitors alike
- Support a sustainable and resilient city for the planning horizon, to 2050, including heritage conservation

ORGANIZATION CHART

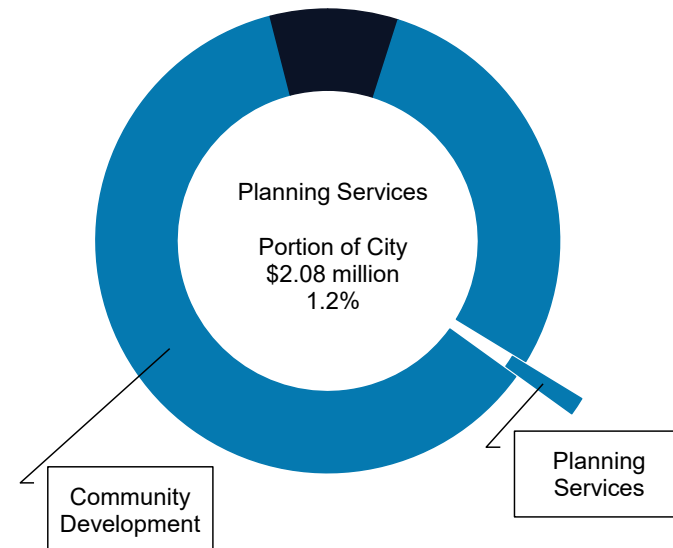


OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Community Development</b>			
<b>Planning Services</b>			
FTE Full Time	27.00	30.00	3.00
FTE Part Time			
<b>Subtotal</b>	<b>27.00</b>	<b>30.00</b>	<b>3.00</b>
FTE Full Time recovered from Water/Sewer	(0.70)	(0.70)	
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>(0.70)</b>	<b>(0.70)</b>	
<b>Total Planning Services</b>	<b>26.30</b>	<b>29.30</b>	<b>3.00</b>

CAPITAL BUDGET SUMMARY



## 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Housing Affordability Study	Review of housing need and policy development to support Official Plan, provincial priority, and implementation of housing project priorities.	Increase housing options	Q1 2024
South East Galt, Main and Dundas Street Community Improvement Plan (CIP)	Assist additional density on targeted sites in exchange for parkland or cash-in-lieu of parkland to achieve subtle density increases within the South East Galt and Main Street and Dundas CIP area assisting in meeting housing pledge commitments.	Increase housing options	Q2 2024
Growth Management Study	Study to assess land development needs of greenfield, infilling and intensification.	Lay the foundation for future community building	Q2 2024
Additional Residential Unit Assistance Program (ARUs)	Encourage ARUs within the City's low density residential zones by creating a community improvement plan (CIP) which would allow financial incentives to be provided to qualifying property owners.	Increase housing options	Q3 2024
Heritage Building List Permit Review	Review properties listed on the Municipal Heritage Register to determine whether or not they should be removed from the list or designated under the Ontario Heritage Act (OHA).	Enhance opportunities to enjoy built and natural heritage	Q3 2024
Heritage Property Designations (OHA)	Designate 50 properties under the Ontario Heritage Act from Cambridge Municipal Heritage Register so that property elements that have cultural historic significance are protected from demolition or inappropriate alterations.	Enhance opportunities to enjoy built and natural heritage	Q4 2024
Heritage Conservation District Study (Hespeler)	A study of the cultural heritage resources and character of Hespeler making recommendation regarding their conservation fulfilling a recommendation of the Heritage Master Plan.	Enhance opportunities to enjoy built and natural heritage	Q4 2024
Hespeler Road Corridor Community Improvement Plan (CIP)	Support medium density units (triplexes, townhouses, and low to mid-rise apartments) within proximity to the major transit station areas along the Hespeler Road corridor by creating a community improvement plan (CIP) to support financial incentives assisting in meeting housing pledge commitments.	Increase housing options	Q1 2025
Green Development Standards	Begin a review of development standards and planning policies to address climate change and net zero legislation.	Take action to combat climate change	Q2 2025
Official Plan	Begin the background work for the City's review of our Official Plan outlining how and where the city will grow.	Lay the foundation for future community building	Q4 2025

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Community Development</b>										
<b>Planning Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	2,202,222	3,151,708	3,170,100	3,381,900	6.68%	355,900			3,737,800	17.91%
Materials & Supplies	55,593	80,400	75,700	75,700	0.00%			(4,000)	71,700	(5.28%)
Contract Services	67,359	21,842			0.00%			16,300	16,300	0.00%
External Transfers	43,036	40,000	40,000	30,000	(25.00%)			10,000	40,000	0.00%
Internal Recoveries	(142,793)	(123,900)	(123,900)	(130,900)	5.65%				(130,900)	5.65%
<b>Total EXPENSES</b>	<b>2,225,417</b>	<b>3,170,050</b>	<b>3,161,900</b>	<b>3,356,700</b>	<b>6.16%</b>	<b>355,900</b>		<b>22,300</b>	<b>3,734,900</b>	<b>18.12%</b>
<b>REVENUES</b>										
User Fees & Charges	(1,213,724)	(1,363,000)	(1,363,000)	(1,383,600)	1.51%	(265,000)			(1,648,600)	20.95%
Fund Transfers	(2,486)				0.00%					0.00%
<b>Total REVENUES</b>	<b>(1,216,210)</b>	<b>(1,363,000)</b>	<b>(1,363,000)</b>	<b>(1,383,600)</b>	<b>1.51%</b>	<b>(265,000)</b>			<b>(1,648,600)</b>	<b>20.95%</b>
<b>Total Planning Services</b>	<b>1,009,207</b>	<b>1,807,050</b>	<b>1,798,900</b>	<b>1,973,100</b>	<b>9.68%</b>	<b>90,900</b>		<b>22,300</b>	<b>2,086,300</b>	<b>15.98%</b>

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debtenture	Growth Debt
<b>Community Development</b>								
<b>Planning Services</b>								
A/01464-20 Heritage Building List Permit Review	250,000	250,000						
A/01520-20 Additional Residential Unit Assistance Program	30,000				30,000			
A/01522-20 Heritage Property Designations (OHA)	403,800	403,800						
A/01518-20 Hespeler Road Corridor Community Improvement Plan (CIP)	1,000,000				1,000,000			
A/01519-20 SE Galt and Main Street and Dundas Street CIP	400,000				400,000			
<b>Total Planning Services</b>	<b>2,083,800</b>	<b>653,800</b>			<b>1,430,000</b>			

**Tax-Supported Business Plans By Division**

# Community Development

## RECREATION AND CULTURE

### BUSINESS PLAN SUMMARY

The Recreation and Culture division provides oversight to the community’s recreational needs, including arts and culture within the City. The Division also oversees the project management for the City’s recreation infrastructure projects which include the Recreation Complex and Preston Auditorium expansion.

Key initiatives for 2024 include the opening of the Fountain Street Soccer Complex, construction of the Preston Auditorium expansion, and start construction of the new Recreation Complex. In addition, work plan development of the Arts and Culture Master Plan and the Older Adult Strategy, and Cambridge Farmers Market placemaking.

This division has 88.00 FTEs and a proposed operating budget of \$4,023,500. Gross expenditures of \$8,175,600 are offset by (\$4,152,100) in revenues from fund transfers, grants and government transfers, other revenues, and user fees and charges. This division has two capital projects with a proposed capital budget of \$102,378,000.

### DESCRIPTION

The Recreation and Culture division oversees the program management of the Farmers Market, arts centre, six community recreation centres, two outdoor aquatic facilities, outdoor soccer complex, special events, recreational programs and services, and consultation and support to various community groups, Neighbourhood Associations and sports organizations.

### CORE PROGRAMS AND SERVICES

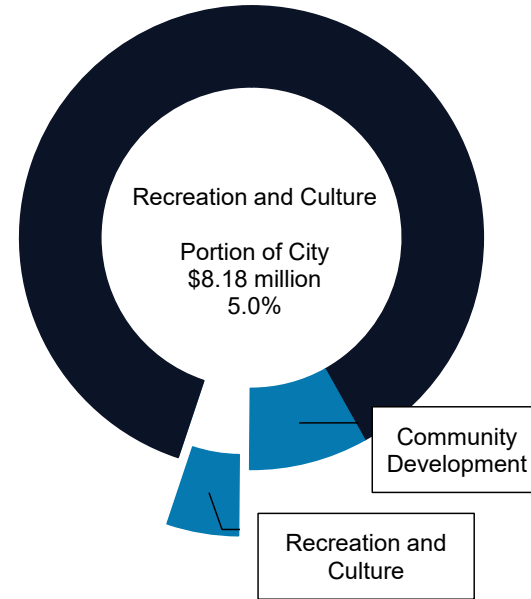
- Arts and culture - cultural offerings and programming
- Community development - community neighbourhood organizations, marketing, fundraising and youth
- Facility bookings – City owned facilities, parks, green space, pools and floor (arena floor and ice)
- Farmers Market - market building and market programming
- Older adult services - day programs, WOW programs, Friendly Visiting
- Project management – recreation infrastructure projects
- Recreation programming - aquatics, camps, recreation/fitness/leisure, specialty programs and sports group coordination
- Special events - City and independent
- Sports development- sport affiliation, allocations and user groups support

ORGANIZATION CHART

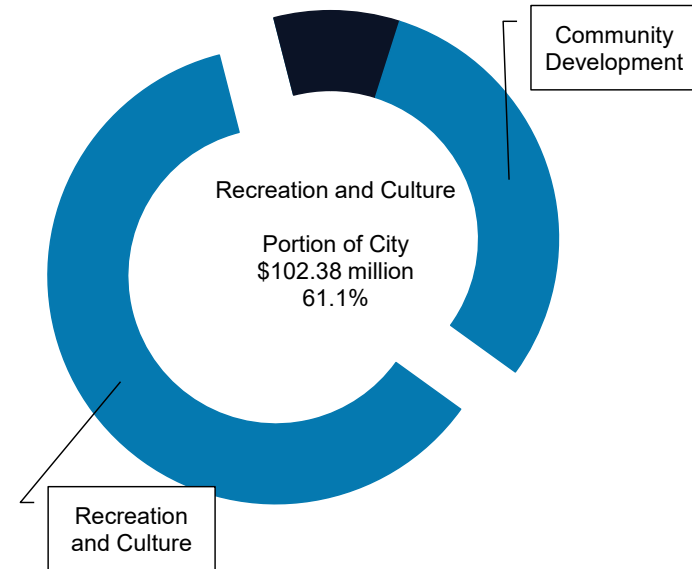


	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Community Development</b>			
<b>Recreation and Culture</b>			
FTE Full Time	30.00	34.00	4.00
FTE Part Time	53.17	54.00	0.83
<b>Subtotal</b>	<b>83.17</b>	<b>88.00</b>	<b>4.83</b>
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Recreation and Culture</b>	<b>83.17</b>	<b>88.00</b>	<b>4.83</b>

OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Community/Culture/Recreation Affiliation	Creating a formal relationship between the City and eligible organizations that acknowledges the importance of the organizations’ services to the community and identifies how the City will support these efforts.	Provide age-friendly services that are accessible to all	Q2 2024
HIGH FIVE Quality Assurance Program Re-accreditation	Commitment to ensuring that every child has a positive recreation experience by providing staff with HIGH FIVE training and performance evaluations, and implementing HIGH FIVE policies and procedures around service delivery.	Provide age-friendly services that are accessible to all	Q4 2024
Cambridge Farmers Market Placemaking	Placemaking initiatives at the Cambridge Farmers’ market designed to enhance the space and increase the number of visitors to the market and core area.	Establish our core areas as attractive destinations	Q4 2024
Activities for Less Subsidy Program	Review of activities for less financial subsidy program.	Improve access to social supports	Q4 2024
Arts and Culture Master Plan	Approval and development of workplan to support the Arts and Culture Master Plan. The plan will provide short and long term recommendations to both develop and enhance arts and culture services, facilities, programming, special event delivery and public art.	Create and activate spaces that offer things for people to do	Q2 2025
Older Adult Strategy	Approval and development of workplan to support the Older Adult Strategy. The strategy will provide short and long term recommendations to both develop and enhance programs, services and facilities for the City’s aging population.	Provide age-friendly services that are accessible to all	Q2 2025
Preston Auditorium Expansion Construction	Construction of Preston Auditorium expansion.	Create and activate spaces that offer things for people to do	Q3 2026
Recreation Complex Design and Construction	Detailed design of the Recreation Complex is underway and construction will begin summer 2024. The Recreation Complex will consist of a triple gymnasium, a ten lane 25m swimming pool, a leisure pool, a fitness area and track, multi-purpose rooms, park amenities, and library.	Create and activate spaces that offer things for people to do	Q4 2026

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Community Development</b>										
<b>Recreation and Culture</b>										
<b>EXPENSES</b>										
Salaries & Benefits	4,578,447	5,741,689	6,030,400	6,275,600	4.07%	467,900			6,743,500	11.83%
Materials & Supplies	965,237	981,246	925,800	999,300	7.94%	57,900		9,900	1,067,100	15.26%
Utilities	15,007	15,200	16,200	17,400	7.41%				17,400	7.41%
Contract Services	488,943	691,300	635,400	671,900	5.74%				671,900	5.74%
External Transfers	1,100	1,100	1,100	1,100	0.00%				1,100	0.00%
Fund Transfers		1,600	1,600	1,600	0.00%				1,600	0.00%
Internal Recoveries	(307,491)	(317,275)	(241,800)	(327,000)	35.24%				(327,000)	35.24%
<b>Total EXPENSES</b>	<b>5,741,243</b>	<b>7,114,860</b>	<b>7,368,700</b>	<b>7,639,900</b>	<b>3.68%</b>	<b>525,800</b>		<b>9,900</b>	<b>8,175,600</b>	<b>10.95%</b>
<b>REVENUES</b>										
User Fees & Charges	(1,749,643)	(2,374,993)	(2,461,600)	(2,615,800)	6.26%	(182,900)		(4,600)	(2,803,300)	13.88%
Fines, Penalties & Interest	(174)				0.00%					0.00%
Grants & Government Transfers	(1,286,114)	(1,201,452)	(1,149,300)	(1,151,300)	0.17%			(6,900)	(1,158,200)	0.77%
Other Revenues		(500)	(1,500)	(1,500)	0.00%				(1,500)	0.00%
Fund Transfers	(23,968)	(25,000)	(25,000)	(25,000)	0.00%	(159,500)		(4,600)	(189,100)	656.40%
<b>Total REVENUES</b>	<b>(3,059,899)</b>	<b>(3,601,945)</b>	<b>(3,637,400)</b>	<b>(3,793,600)</b>	<b>4.29%</b>	<b>(342,400)</b>		<b>(16,100)</b>	<b>(4,152,100)</b>	<b>14.15%</b>
<b>Total Recreation and Culture</b>	<b>2,681,344</b>	<b>3,512,915</b>	<b>3,731,300</b>	<b>3,846,300</b>	<b>3.08%</b>	<b>183,400</b>		<b>(6,200)</b>	<b>4,023,500</b>	<b>7.83%</b>

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debtenture	Growth Debt
<b>Community Development</b>								
<b>Recreation and Culture</b>								
A/01540-20 Recreation Services Rates & Fees Review	75,000	75,000						
A/00463-41 Recreation Complex - Construction	102,303,000		35,104,300				20,610,500	46,588,200
<b>Total Recreation and Culture</b>	<b>102,378,000</b>	<b>75,000</b>	<b>35,104,300</b>				<b>20,610,500</b>	<b>46,588,200</b>

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**Tax-Supported Business Plans By Division**

# Infrastructure Services

## INFRASTRUCTURE SERVICES ADMINISTRATION

### BUSINESS PLAN SUMMARY

The Infrastructure Services Administration division is a centralized administrative unit, supporting the functions of all divisions under the department's portfolio in responding to community needs.

The total proposed tax levy supported operating budget for Infrastructure Services is \$28,665,100. The Infrastructure Services Administration division has 2.20 FTEs and a proposed operating budget of \$438,800.

### DESCRIPTION

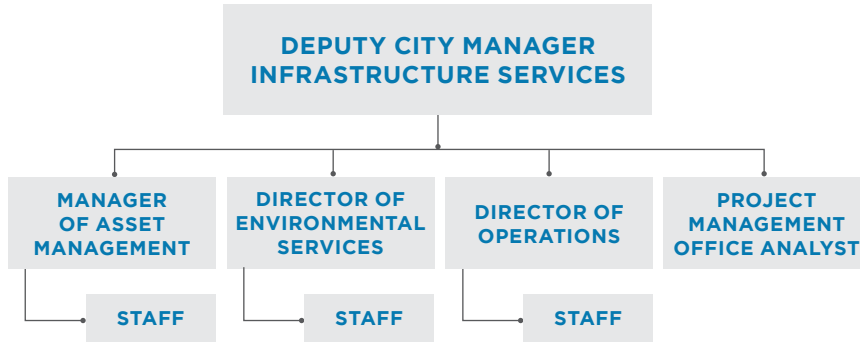
This division provides administrative governance and oversight to ensure that programs and services are working together to deliver excellent services to citizens and achieve Council's priorities.

Provides centralized support for Asset Management & Project Management, Environmental Services, Operations, Water and Sewer divisions and acts as liaison with other departments.

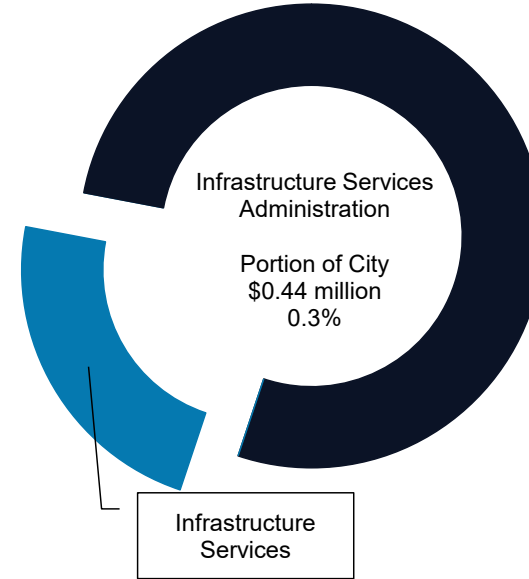
### CORE PROGRAMS AND SERVICES

- Governance
- Strategic planning
- Government relations
- Corporate policy
- Corporate performance management

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Infrastructure Services</b>			
<b>Infrastructure Services Administration</b>			
FTE Full Time	6.00	6.00	
FTE Part Time			
<b>Subtotal</b>	<b>6.00</b>	<b>6.00</b>	
FTE Full Time recovered from Water/Sewer	(2.90)	(2.70)	0.20
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm	(0.65)	(1.10)	
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>(3.55)</b>	<b>(3.80)</b>	<b>0.20</b>
<b>Total Infrastructure Services Administration</b>	<b>2.45</b>	<b>2.20</b>	<b>0.20</b>

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Infrastructure Services</b>										
<b>Infrastructure Services Administration</b>										
<b>EXPENSES</b>										
Salaries & Benefits	786,430	946,300	946,300	1,023,900	8.20%				1,023,900	8.20%
Materials & Supplies	46,987	53,700	53,700	50,200	(6.52%)				50,200	(6.52%)
Contract Services	626				0.00%					0.00%
External Transfers	915				0.00%					0.00%
Internal Recoveries	(437,082)	(552,800)	(552,800)	(635,300)	14.92%				(635,300)	14.92%
<b>Total EXPENSES</b>	<b>397,876</b>	<b>447,200</b>	<b>447,200</b>	<b>438,800</b>	<b>(1.88%)</b>				<b>438,800</b>	<b>(1.88%)</b>
<b>REVENUES</b>										
User Fees & Charges	(490)				0.00%					0.00%
<b>Total REVENUES</b>	<b>(490)</b>				<b>0.00%</b>					<b>0.00%</b>
<b>Total Infrastructure Services Administration</b>	<b>397,386</b>	<b>447,200</b>	<b>447,200</b>	<b>438,800</b>	<b>(1.88%)</b>				<b>438,800</b>	<b>(1.88%)</b>

Tax-Supported Business Plans By Division

# Infrastructure Services

## ASSET MANAGEMENT & PROJECT MANAGEMENT

### BUSINESS PLAN SUMMARY

The Asset Management office provides management of the City’s infrastructure. Core services relate to asset management planning and operational work management system and support.

The Project Management office establishes Cambridge’s 10-year Capital Investment Program and creates an environment of measured and disciplined project management. Core services relate to project management services and project management governance and leadership.

Key initiatives for 2024 include updating existing Corporate Asset Management Plan and the development of a long range financial plan as per Ontario Regulation 588/17 requirements. In addition, continue the implementation of Capital Planning Decision Support logic and software.

This division has 1.24 FTEs and a proposed operating budget of \$334,900. Gross expenditures of \$345,700 are offset by (\$10,800) in revenues from grants and government transfers. There is one capital project with a total proposed capital budget of \$357,000.

### DESCRIPTION

The Asset Management office leads infrastructure planning as per Ontario Regulation 588/17 through evolving industry standards to monitor and document the current state of assets and the level of service delivered.

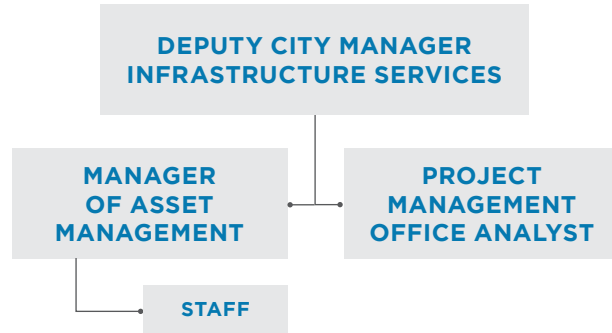
The Project Management office mission is to establish Cambridge’s 10-year Capital Investment Program delivering corporate strategic investments to maintain current service levels and support future growth and provide a solid foundation by creating an environment of measurable and disciplined project management.

The Project Management office works in collaboration with business units who deliver capital projects.

### CORE PROGRAMS AND SERVICES

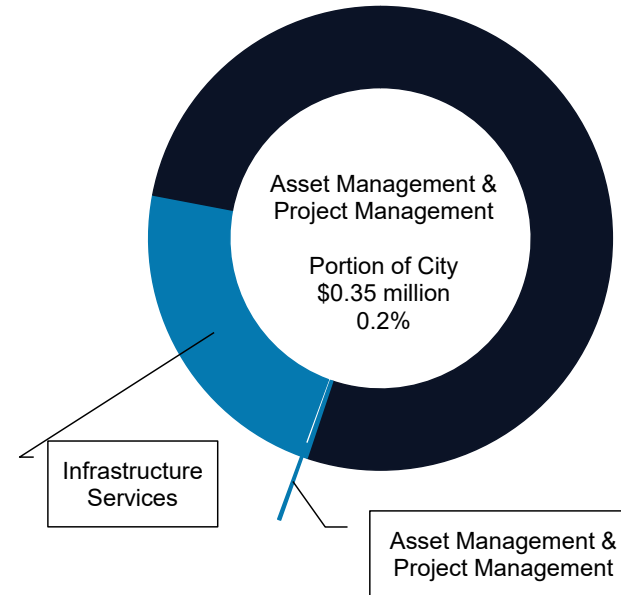
- Asset management planning
- Operational work management system and support
- Project management - services, governance and leadership

ORGANIZATION CHART

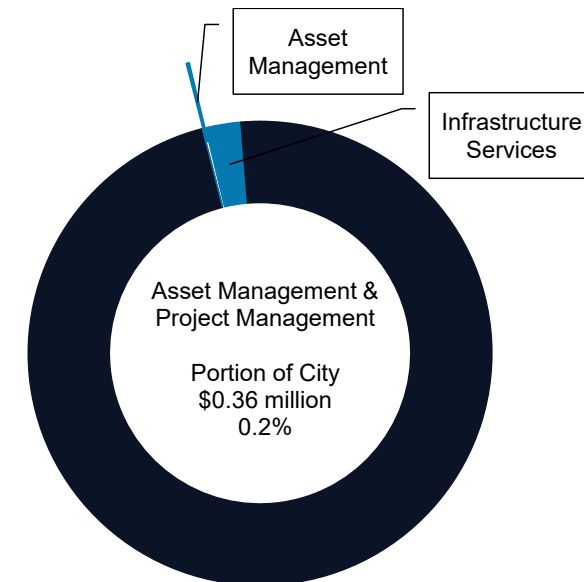


	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Infrastructure Services</b>			
<b>Asset Management &amp; Project Management</b>			
FTE Full Time	6.00	6.00	
FTE Part Time	0.58	0.58	
<b>Subtotal</b>	<b>6.58</b>	<b>6.58</b>	
FTE Full Time recovered from Water/Sewer	(3.90)	(3.90)	
FTE Part Time recovered from Water/Sewer	(0.20)	(0.40)	(0.20)
FTE Full Time recovered from Storm	(0.85)	(0.95)	
FTE Part Time recovered from Storm	(0.03)	(0.09)	
<b>Subtotal</b>	<b>(4.98)</b>	<b>(5.34)</b>	<b>(0.20)</b>
<b>Total Asset Management &amp; Project Management</b>	<b>1.60</b>	<b>1.24</b>	<b>(0.20)</b>

OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



## 2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Heritage Asset Condition	Phase two of condition assessment for heritage designated buildings and structures including the assessment of heritage features, exterior and interior building components, and HVAC/mechanical/electrical.	Enhance opportunities to enjoy built and natural heritage	Q2 2024
Asset Management Plan Phase Three	Update existing corporate asset management plan and expand scope of plan to meet phase three requirements Ontario Regulation 588/17 including the development of proposed level of service for all asset categories.	Lay the foundation for future community building	Q2 2025
Long Range Financial Plan	The development of a funding model to address the future asset replacement needs for the City and identify options for funding.	Lay the foundation for future community building	Q2 2025
<b>Core Service Initiatives</b>			
Capital Planning Decision Support Software	Implementation of new capital planning decision support software system as replacement of existing software.	Asset Management Planning	Q4 2024

### OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Infrastructure Services</b>										
<b>Asset Management &amp; Project Management</b>										
EXPENSES										
Salaries & Benefits	674,700	771,800	771,800	808,500	4.76%				808,500	4.76%
Materials & Supplies	13,506	18,400	18,400	17,800	(3.26%)		(2,200)		15,600	(15.22%)
Contract Services	299,083	420,500	420,500	425,500	1.19%		30,000		455,500	8.32%
External Transfers	59,460	63,400	63,400	63,400	0.00%				63,400	0.00%
Internal Recoveries	(599,173)	(904,200)	(919,000)	(967,300)	5.26%		(30,000)		(997,300)	8.52%
<b>Total EXPENSES</b>	<b>447,576</b>	<b>369,900</b>	<b>355,100</b>	<b>347,900</b>	<b>(2.03%)</b>		<b>(2,200)</b>		<b>345,700</b>	<b>(2.65%)</b>
REVENUES										
User Fees & Charges	(3,934)				0.00%					0.00%
Grants & Government Transfers	(4,200)	(10,800)	(10,800)	(10,800)	0.00%				(10,800)	0.00%
<b>Total REVENUES</b>	<b>(8,134)</b>	<b>(10,800)</b>	<b>(10,800)</b>	<b>(10,800)</b>	<b>0.00%</b>				<b>(10,800)</b>	<b>0.00%</b>
<b>Total Asset Management &amp; Project Management</b>	<b>439,442</b>	<b>359,100</b>	<b>344,300</b>	<b>337,100</b>	<b>(2.09%)</b>		<b>(2,200)</b>		<b>334,900</b>	<b>(2.73%)</b>

### CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debenture	Growth Debt
<b>Infrastructure Services</b>								
<b>Asset Management &amp; Project Management</b>								
A/00786-20 Asset Management Plan - Phase 3	357,000	157,000		200,000				
<b>Total Asset Management &amp; Project Management</b>	<b>357,000</b>	<b>157,000</b>		<b>200,000</b>				

Tax-Supported Business Plans By Division

# Infrastructure Services

## ENVIRONMENTAL SERVICES

### BUSINESS PLAN SUMMARY

The Environmental Services division is responsible for the delivery of safe and reliable stormwater collection services for residents and businesses. Core services include maintenance and operation of the stormwater collection system, monitoring of flows, and operation, maintenance and monitoring of the City’s stormwater pond.

Key initiatives for 2024 include expanding inspections of stormwater pond properties, and related repairs, and the development of a Stormwater Operations and Maintenance Plan.

This division has 15.49 FTEs and a proposed operating budget of \$7,138,500. Gross expenditures of \$7,483,700 are offset by (\$345,200) in revenues from user fees and charges.

### DESCRIPTION

Environmental Services division is responsible for the operation and maintenance of the City’s stormwater collection infrastructure, and for maintaining the public service as safe and reliable for the City’s residents and businesses.

Primary activities include performing emergency repairs, performing preventative maintenance activities, such as flushing

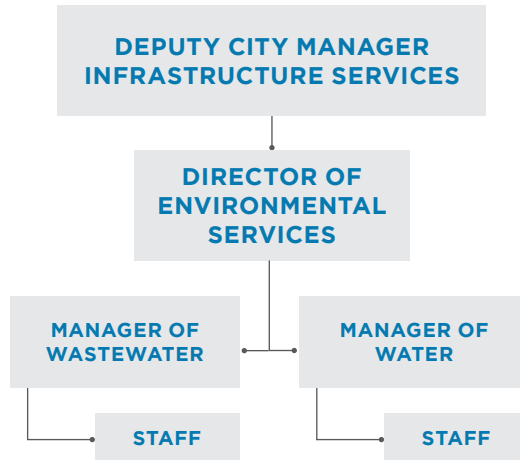
and removing debris from the pipe network, repairing and replacing network components, and operating, maintaining and monitoring all the City’s stormwater ponds.

All vegetation, fencing, signage and trail-related items at stormwater pond facilities are managed by Infrastructure Services – Operations division.

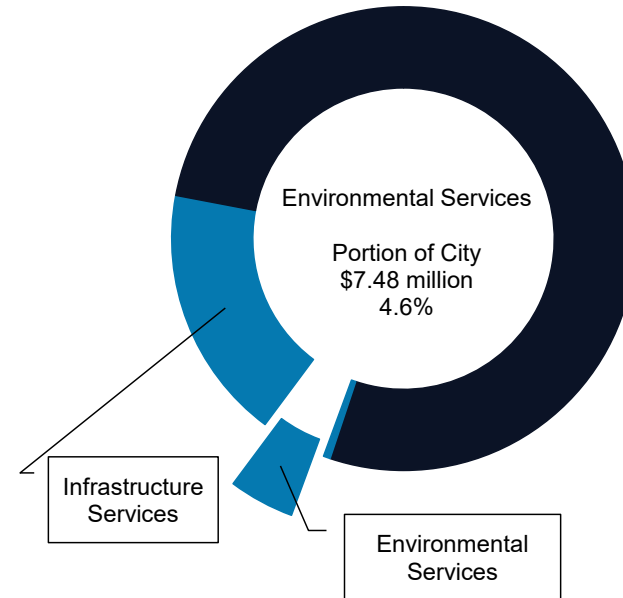
### CORE PROGRAMS AND SERVICES

- Stormwater pond inspections, maintenance and repairs
- Stormwater infrastructure maintenance and repairs
- Catch basin, and oil and grease separator inspections and maintenance
- Customer service related activities including stormwater runoff and flooding investigations and property standard concerns as stormwater pond properties

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Infrastructure Services</b>			
<b>Environmental Services</b>			
FTE Full Time	7.74	9.74	2.00
FTE Part Time			
<b>Subtotal</b>	<b>7.74</b>	<b>9.74</b>	<b>2.00</b>
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm	4.20	5.21	
FTE Part Time recovered from Storm	0.34	0.54	
<b>Subtotal</b>	<b>4.54</b>	<b>5.75</b>	
<b>Total Environmental Services</b>	<b>12.28</b>	<b>15.49</b>	<b>2.00</b>

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Stormwater Operations and Maintenance (O&M) Plan	Development of a Stormwater Operations and Maintenance Plan identifying the methods and operations for inspections and maintenance activities for the City's stormwater collection system, ponds and various facilities.	Stormwater Management	Q2 2024
Stormwater Pond Inspection Program	Inspection program targeting 100% of all municipal storm pond properties. Inspections to identify deficiencies at sites and establishment of follow up work queue.	Stormwater Management	Q4 2024

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Infrastructure Services</b>										
<b>Environmental Services</b>										
<b>EXPENSES</b>										
Salaries & Benefits	623,556	704,800	704,800	733,500	4.07%	236,600		1,000	971,100	37.78%
Materials & Supplies	138,792	138,200	138,200	143,900	4.12%	1,800	5,000	3,000	153,700	11.22%
Contract Services	403,558	450,804	360,400	383,100	6.30%		12,000		395,100	9.63%
Fund Transfers		3,600,000	3,600,000	3,744,000	4.00%				3,744,000	4.00%
Internal Recoveries	505,900	1,943,000	2,044,000	2,213,800	8.31%		6,000		2,219,800	8.60%
<b>Total EXPENSES</b>	<b>1,671,806</b>	<b>6,836,804</b>	<b>6,847,400</b>	<b>7,218,300</b>	<b>5.42%</b>	<b>238,400</b>	<b>23,000</b>	<b>4,000</b>	<b>7,483,700</b>	<b>9.29%</b>
<b>REVENUES</b>										
User Fees & Charges	(66,704)	(70,000)	(70,000)	(90,000)	28.57%	(244,400)		(10,800)	(345,200)	393.14%
Fund Transfers		(42,994)			0.00%					0.00%
<b>Total REVENUES</b>	<b>(66,704)</b>	<b>(112,994)</b>	<b>(70,000)</b>	<b>(90,000)</b>	<b>28.57%</b>	<b>(244,400)</b>		<b>(10,800)</b>	<b>(345,200)</b>	<b>393.14%</b>
<b>Total Environmental Services</b>	<b>1,605,102</b>	<b>6,723,810</b>	<b>6,777,400</b>	<b>7,128,300</b>	<b>5.18%</b>	<b>(6,000)</b>	<b>23,000</b>	<b>(6,800)</b>	<b>7,138,500</b>	<b>5.33%</b>

Tax-Supported Business Plans By Division

# Infrastructure Services

## OPERATIONS

### BUSINESS PLAN SUMMARY

The Operations division is responsible for the operation and maintenance of the City’s existing infrastructure - roads, parks, outdoor recreation amenities and arenas. Core services relate to road management, winter maintenance, cemeteries, fleet management, outdoor recreation amenities, arenas, forestry, horticulture, park operations, sidewalks/walkways/trails and the Ambassador Program.

Key initiatives for 2024 include work on strategic master planning efforts related to Cemeteries, Parks, and Operations Maintenance Facilities to define resources necessary to meet council adopted levels of service and the impacts of a growing population in Cambridge.

This division has 196.72 FTEs and a proposed operating budget of \$20,752,900. Gross expenditures of \$29,101,500 are offset by (\$8,348,600) in revenues from fund transfers, and user fees and charges. There are three capital projects with a total proposed capital budget of \$4,131,600.

### DESCRIPTION

The Operations division undertakes maintenance activities that play a crucial role in sustaining the City’s infrastructure.

They provide the care and custody of the City’s roads, parks, open spaces, sidewalks, walkways, trails and cemetery operations. Sports field maintenance, turf management, horticulture, forestry, trails, playgrounds, park buildings, arenas, and cemetery management are the core functional areas for this division.

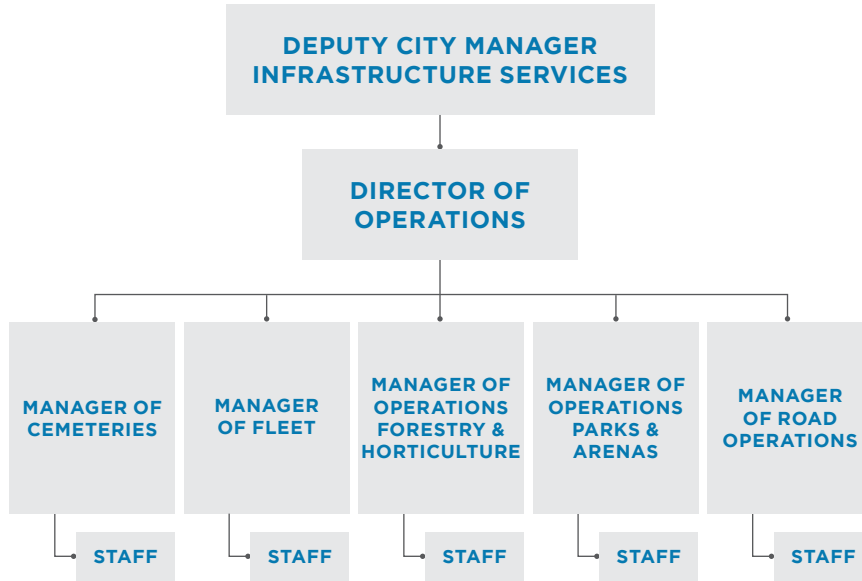
The Fleet operations groups is responsible for maintenance, repair and replacement of City’s equipment and vehicles to support current and future operational needs and services.

### CORE PROGRAMS AND SERVICES

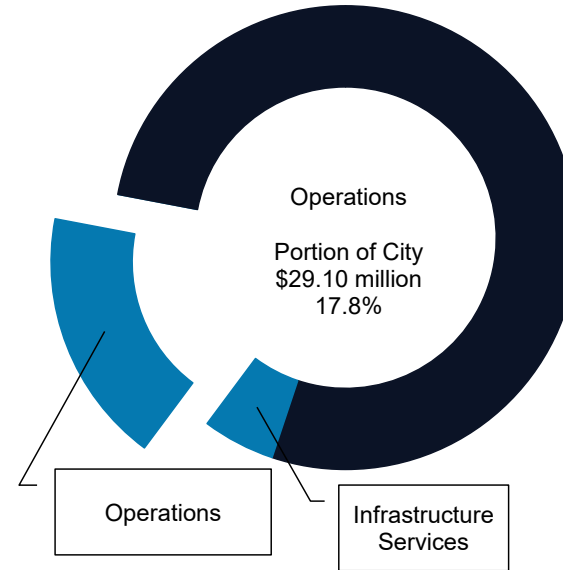
- Roads management – boulevard grass cutting, flood wall installations, garbage collection core areas, road maintenance
- Winter maintenance – plowing/salting/sanding roads, cycling lanes and trails, sidewalk snow clearing, snow removal

- Cemeteries – maintenance and operation
- Fleet management – acquisition and disposal, fuel, maintenance and operations
- Recreation amenities maintenance – arenas, bike and skate park, courts, sports fields, splashpads
- Forestry – planning and design, maintenance and operations
- Horticulture – planning and design, maintenance and operations
- Park operations – planning and design, maintenance and operations, waste collections from open spaces
- Sidewalks/walkways/trails – operations and maintenance
- Ambassador program - core area maintenance and beautification

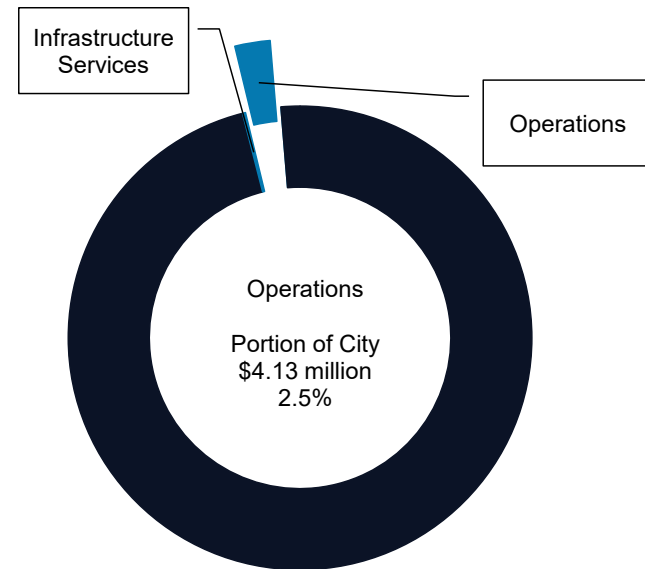
ORGANIZATION CHART



OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Infrastructure Services</b>			
<b>Operations</b>			
FTE Full Time	140.94	146.94	6.00
FTE Part Time	48.54	50.22	1.68
<b>Subtotal</b>	<b>189.48</b>	<b>197.16</b>	<b>7.68</b>
FTE Full Time recovered from Water/Sewer	(0.44)	(0.36)	0.08
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm		(0.08)	
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>(0.44)</b>	<b>(0.44)</b>	<b>0.08</b>
<b>Total Operations</b>	<b>189.04</b>	<b>196.72</b>	<b>7.76</b>

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Strategic Initiatives</b>			
Winter Sidewalk Services Study	A feasibility to undertake winter maintenance of all remaining sidewalks within Cambridge led by consultants.	Encourage safe and healthy neighbourhoods	Q1 2024
Snow Removal Assistance Program	New program ensuring City residents who are both physically and financially unable to clear snow from their sidewalk and driveway apron, during winter, get the help they need in partnership with Community Support Connections (CSC).	Encourage safe and healthy neighbourhoods	Q2 2024
Operations Facility Master Plan	Review all City owned building and property used to support the operational activities across all departments. Prepare a strategy for current and future needs accommodating growth and intensification of service delivered.	Lay the foundation for future community building	Q2 2024
Cricket Feasibility Study	Identify what spaces within Cambridge can support a growing demand for quality cricket fields and the associated costs to develop those spaces.	Provide age-friendly services that are accessible to all	Q4 2024
Cemeteries Master Plan	A long-term sustainability plan for Cambridge to address the current and future needs in cemeteries.	Lay the foundation for future community building	Q4 2024
Parks Master Plan	Develop a strategy approach to parks programs and services that tie investments/resources to community outcomes.	Enhance opportunities to enjoy built and natural heritage	Q4 2024

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Infrastructure Services</b>										
<b>Operations</b>										
<b>EXPENSES</b>										
Salaries & Benefits	14,588,041	15,776,100	15,911,300	16,631,700	4.53%	1,027,800	(60,100)	(2,000)	17,597,400	10.60%
Materials & Supplies	4,508,990	4,416,900	4,374,900	4,650,900	6.31%	5,800	7,800	11,000	4,675,500	6.87%
Utilities	1,114,170	1,473,000	1,547,000	1,635,700	5.73%	7,500	(27,500)	(95,000)	1,520,700	(1.70)%
Contract Services	4,289,308	4,166,485	4,000,700	4,358,600	8.95%	17,700	27,700	96,100	4,500,100	12.48%
External Transfers	9,230	11,000	11,000	11,000	0.00%				11,000	0.00%
Rents & Financial Expenses	33,487	713,100	713,100	719,400	0.88%		725,400		1,444,800	102.61%
Fund Transfers	3,113,399	2,168,500	2,168,500	2,506,700	15.60%		(4,000)		2,502,700	15.41%
Internal Recoveries	(2,644,007)	(2,936,800)	(2,931,800)	(3,246,500)	10.73%		112,100	(16,300)	(3,150,700)	7.47%
<b>Total EXPENSES</b>	<b>25,012,618</b>	<b>25,788,285</b>	<b>25,794,700</b>	<b>27,267,500</b>	<b>5.71%</b>	<b>1,058,800</b>	<b>781,400</b>	<b>(6,200)</b>	<b>29,101,500</b>	<b>12.82%</b>
<b>REVENUES</b>										
User Fees & Charges	(6,582,806)	(6,925,500)	(7,147,900)	(7,614,500)	6.53%	(307,300)	(10,100)	(2,100)	(7,934,000)	11.00%
Fund Transfers	(860,501)	(348,485)	(304,100)	(256,800)	(15.55)%	(112,800)		(45,000)	(414,600)	36.34%
<b>Total REVENUES</b>	<b>(7,443,307)</b>	<b>(7,273,985)</b>	<b>(7,452,000)</b>	<b>(7,871,300)</b>	<b>5.63%</b>	<b>(420,100)</b>	<b>(10,100)</b>	<b>(47,100)</b>	<b>(8,348,600)</b>	<b>12.03%</b>
<b>Total Operations</b>	<b>17,569,311</b>	<b>18,514,300</b>	<b>18,342,700</b>	<b>19,396,200</b>	<b>5.74%</b>	<b>638,700</b>	<b>771,300</b>	<b>(53,300)</b>	<b>20,752,900</b>	<b>13.14%</b>

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth Debt
<b>Infrastructure Services</b>								
<b>Operations</b>								
A/01542-20 Cricket Feasibility Study	50,000	45,000	5,000					
A/00900-10 Equipment Replacement (2024)	3,755,000			3,755,000				
A/01290-10 Equipment Growth (2024)	326,600		326,600					
<b>Total Operations</b>	<b>4,131,600</b>	<b>45,000</b>	<b>331,600</b>	<b>3,755,000</b>				

Tax-Supported Business Plans By Division

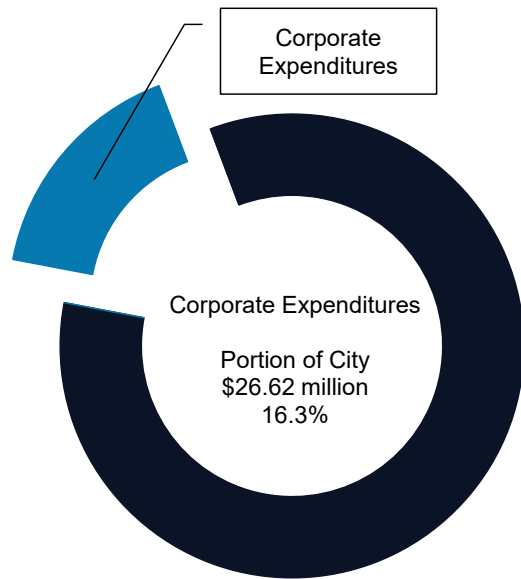
# Corporate Expenditures

## BUSINESS PLAN SUMMARY

Corporate Expenditures is where corporate-wide costs and revenues are recorded. These include the City’s property tax revenues and adjustments, investment income, the annual dividend from GrandBridge Energy, external funding, debt financing charges, and other corporate expenses such as waived development charges and tax increment grants. As it does not reflect any actual program or service delivery, there are no FTEs in Corporate Expenditures.

This division has a proposed operating budget of \$6,796,900.

## OPERATING BUDGET SUMMARY



## DESCRIPTION

Corporate expenditures are related to the following:

- External funding for neighbourhood associations, special events, community grants and Council initiatives;
- Provide funds to cover the cost of debt (principal and interest);
- Provide funding for capital (capital levy);
- Bill and collect, on behalf of Business Improvement Areas, the levies charged against their members;
- To record penalty and interest on tax arrears and dividends from hydro and investment of available working funds;
- Bill and collect the tax levy, local improvement charges, supplementary taxes and payment in lieu of taxes in the most efficient and effective manner as to maximize revenues; and
- Reflect provincial grants received.

City of Cambridge 2024 Approved Budget and Business Plan/Corporate Expenditures

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Corporate Expenditures</b>										
<b>Corporate Expenditures</b>										
<b>EXPENSES</b>										
Salaries & Benefits	3,538,420	(604,800)	(904,800)	(905,000)	0.02%				(905,000)	0.02%
Materials & Supplies	67,981				0.00%					0.00%
Utilities	5,597	19,000	19,000		(100.00%)					(100.00%)
Contract Services	273,762	10,200	30,200	30,300	0.33%				30,300	0.33%
External Transfers	4,539,910	2,616,200	2,614,200	2,570,100	(1.69%)	548,600			3,118,700	19.30%
Rents & Financial Expenses	4,654,267	6,616,100	6,616,100	6,757,900	2.14%				6,757,900	2.14%
Debt Charges	4,263,662	4,247,500	9,005,600	9,059,700	0.60%		398,700		9,458,400	5.03%
Fund Transfers	18,115,108	11,201,800	9,893,900	10,875,700	9.92%		594,700		11,470,400	15.93%
Internal Recoveries	(2,513,755)	(3,304,300)	(3,304,300)	(3,309,400)	0.15%				(3,309,400)	0.15%
<b>Total EXPENSES</b>	<b>32,944,952</b>	<b>20,801,700</b>	<b>23,969,900</b>	<b>25,079,300</b>	<b>4.63%</b>	<b>548,600</b>	<b>993,400</b>		<b>26,621,300</b>	<b>11.06%</b>
<b>REVENUES</b>										
Tax Revenues	(2,083,803)	(2,730,900)	(870,600)	(2,305,900)	164.86%			150,000	(2,155,900)	147.63%
User Fees & Charges	(40,446)	(40,200)	(40,200)	(33,800)	(15.92%)				(33,800)	(15.92%)
Investment Income	(6,791,553)	(2,838,300)	(2,038,300)	(2,138,300)	4.91%			(196,200)	(2,334,500)	14.53%
Fines, Penalties & Interest	(2,819,859)	(3,098,000)	(2,550,000)	(2,550,000)	0.00%			(250,000)	(2,800,000)	9.80%
Grants & Government Transfers	(2,496,900)	(82,400)	(82,400)	(70,100)	(14.93%)				(70,100)	(14.93%)
Other Revenues	(2,966,829)	(3,642,400)	(3,542,400)	(4,235,300)	19.56%				(4,235,300)	19.56%
Fund Transfers	(7,784,853)	(5,186,200)	(8,736,400)	(8,117,200)	(7.09%)		(77,600)		(8,194,800)	(6.20%)
<b>Total REVENUES</b>	<b>(24,984,243)</b>	<b>(17,618,400)</b>	<b>(17,860,300)</b>	<b>(19,450,600)</b>	<b>8.90%</b>		<b>(77,600)</b>	<b>(296,200)</b>	<b>(19,824,400)</b>	<b>11.00%</b>
<b>Total Corporate Expenditures</b>	<b>7,960,709</b>	<b>3,183,300</b>	<b>6,109,600</b>	<b>5,628,700</b>	<b>(7.87%)</b>	<b>548,600</b>	<b>915,800</b>	<b>(296,200)</b>	<b>6,796,900</b>	<b>11.25%</b>

Tax-Supported Business Plans By Division

# Idea Exchange

## BUSINESS PLAN SUMMARY

Idea Exchange supports and inspires our community in the exploration of reading, arts, innovation, and learning. Core services include: innovative programs, vibrant reading collections and digital resources in five library locations.

Key initiatives for 2024 include collection service enhancements, a grand (re)opening event at the Preston location, and actioning several projects tied to the Library’s 2024-2027 Strategic Plan.

This division has 75.50 FTEs and a proposed operating budget of \$8,601,200. Gross expenditures of \$9,360,900 are offset by (\$759,700) in revenues from fund transfers, grants and government transfers, investment income, and user fees and charges. There are six capital projects with a total proposed capital budget of \$1,711,000.

## DESCRIPTION

Idea Exchange acts as the cornerstone of the community, providing equitable access to innovative programs, vibrant reading collections, digital resources and art exhibitions.

It creates an environment of curiosity and discovery through the use of new technologies that foster creativity, spark innovation, and support lifelong learning.

Idea Exchange spaces and services enhance community wellbeing for all visitors. The five facilities include spaces for reading, studying, creating, gathering and exploring ideas.

Seeking to address barriers to service and access to information, the organization provides diverse and accessible opportunities for all community members.

Bigger than our buildings, Idea Exchange brings library and gallery services into the community, builds partnerships and extends the experience online.

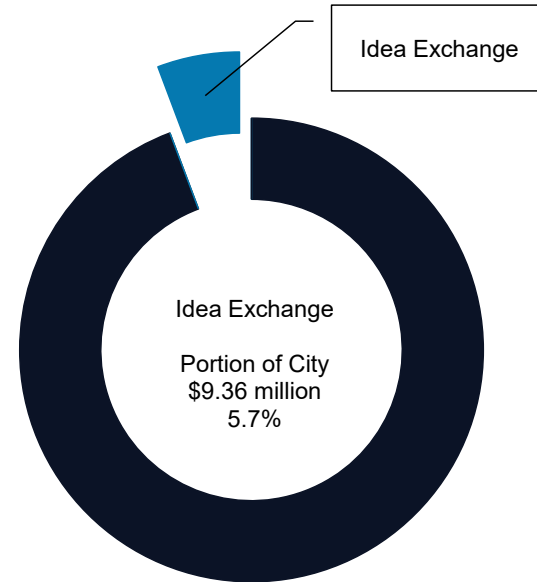
## CORE PROGRAMS AND SERVICES

- Being a vital and inclusive community resource that engages people of all ages, backgrounds and skill levels in their pursuit of knowledge, education and entertainment
- Continuing to develop inviting and innovative spaces that meet community needs for reading, access to art, study, collaboration, work and play
- Offering experiences that resonate with community members through the presentation of inspiring visual arts exhibitions and cultural programming
- Connecting with our communities to develop services that meet their needs in our spaces, beyond our buildings, and online
- Building community interest and offering learning opportunities in emerging technologies
- Offering print and electronic collections to support early literacy, leisure reading, and the information needs of the community
- Empowering citizens through knowledge and fostering impactful civic engagement

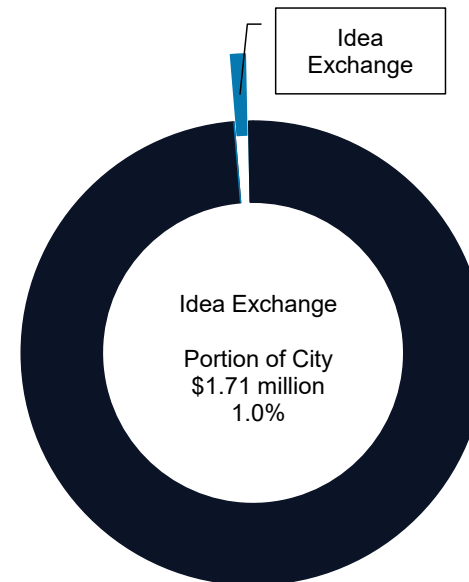
ORGANIZATION CHART



OPERATING BUDGET SUMMARY



CAPITAL BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Idea Exchange</b>			
FTE Full Time	47.00	47.00	
FTE Part Time	28.75	28.50	(0.25)
<b>Subtotal</b>	<b>75.75</b>	<b>75.50</b>	<b>(0.25)</b>
FTE Full Time recovered from Water/Sewer			
FTE Part Time recovered from Water/Sewer			
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>			
<b>Total Idea Exchange</b>	<b>75.75</b>	<b>75.50</b>	<b>(0.25)</b>

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Collection Service Enhancements	Activities include service enhancements for our borrowing collections, such as expanding our existing decodable books collection (to align with school curriculums), ‘unusual things to borrow’ collection, and other opportunities to tie collections to library and gallery programming.	Library Services	Q1 2024
Preston Grand (re)Opening	Festivities to celebrate the revitalized facility following completion of exterior renovations.	Library Services	Q2 2024
Facility Rehabilitation and Renewal	Replace aging infrastructure and conducting preventative maintenance to ensure longevity of public facilities.	Library Services	Q4 2024
2024-2027 Library Strategic Plan	Informed by 2023 current state analysis and community feedback, carryout meaningful actions set for 2024 in the library’s strategic plan.	Library Services	Q4 2024
Recreation Complex - Library Services	Working together with our City partners to finalize detailed design, support tendering process, and complete pre-opening activities for the community’s sixth library location at the Recreation Complex.	Library Services	Q4 2026

City of Cambridge 2024 Approved Budget and Business Plan/Idea Exchange

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Idea Exchange</b>										
<b>Idea Exchange</b>										
<b>EXPENSES</b>										
Salaries & Benefits		6,614,000	6,614,000	6,954,900	5.15%			23,500	6,978,400	5.51%
Materials & Supplies		1,354,700	1,354,700	1,307,000	(3.52%)			175,100	1,482,100	9.40%
Utilities		230,000	230,000	250,000	8.70%				250,000	8.70%
Contract Services		604,200	604,200	599,100	(0.84%)			27,000	626,100	3.62%
External Transfers	7,872,100				0.00%					0.00%
Fund Transfers	29,068	24,300	24,300	24,300	0.00%				24,300	0.00%
<b>Total EXPENSES</b>	<b>7,901,168</b>	<b>8,827,200</b>	<b>8,827,200</b>	<b>9,135,300</b>	<b>3.49%</b>			<b>225,600</b>	<b>9,360,900</b>	<b>6.05%</b>
<b>REVENUES</b>										
User Fees & Charges	(24,300)	(159,000)	(159,000)	(185,400)	16.60%			5,000	(180,400)	13.46%
Investment Income		(40,800)	(40,800)	(63,800)	56.37%				(63,800)	56.37%
Grants & Government Transfers		(304,500)	(304,500)	(304,500)	0.00%				(304,500)	0.00%
Other Revenues	(4,768)				0.00%					0.00%
Fund Transfers	(84,800)	(205,600)	(205,600)		(100.00%)			(211,000)	(211,000)	2.63%
<b>Total REVENUES</b>	<b>(113,868)</b>	<b>(709,900)</b>	<b>(709,900)</b>	<b>(553,700)</b>	<b>(22.00%)</b>			<b>(206,000)</b>	<b>(759,700)</b>	<b>7.02%</b>
<b>Total Idea Exchange</b>	<b>7,787,300</b>	<b>8,117,300</b>	<b>8,117,300</b>	<b>8,581,600</b>	<b>5.72%</b>			<b>19,600</b>	<b>8,601,200</b>	<b>5.96%</b>

CAPITAL BUDGET

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth Debt
<b>Idea Exchange</b>								
<b>Idea Exchange</b>								
A/00595-10 Library Computer Equipment (2024)	503,000	503,000						
A/00477-40 Library Roof Replace - Queen Square (92)	418,000	418,000						
A/01536-40 Library Window Replacement	350,000				350,000			
A/00878-40 Library HVAC Replacement (Preston)	245,000	245,000						
A/01368-40 Library HVAC Replacement (Queen's Square)	86,000	86,000						
A/00594-10 Library Materials (2024)	109,000		109,000					
<b>Total Idea Exchange</b>	<b>1,711,000</b>	<b>1,252,000</b>	<b>109,000</b>		<b>350,000</b>			

Water Utility Business Plans By Division

# Environmental Services

## WATER

### BUSINESS PLAN SUMMARY

The Environmental Services – Water subdivision is responsible for the operation and maintenance of City’s existing drinking water infrastructure. Core services include maintenance and operation of the drinking water quality, and support of reliable supply to residents.

Key initiatives for 2024 include the development and review of a district metering area plan, and begin pilot programs for active leak loggers, pressure monitoring equipment and sampling lead identification.

This division has 56.84 FTEs and a balanced operating budget, as gross expenditures are completely offset by fines, penalties and interest, fund transfers, and user fees and charges. There is one capital project with a total proposed capital budget of \$499,400.

### DESCRIPTION

Environmental Services – Water subdivision is responsible for the operation and maintenance of the City’s drinking water infrastructure to delivery of clean, reliable and safe drinking water to residents, and businesses.

Primary activities include performing emergency repairs as well as a number of preventative maintenance programs aimed at prolonging the life of the assets, improving water quality, reducing unaccounted for water loss, and ensuring the continuous delivery of these critical services.

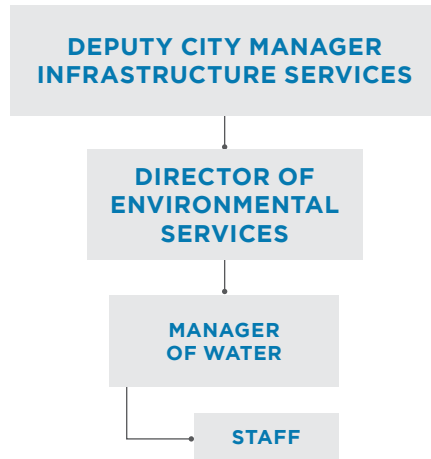
Sampling and monitoring for drinking water quality is an ongoing activity to support community confidence and satisfaction in its water supply.

Using leak detection technologies and advanced metering techniques Environmental Services – Water aim at reducing unaccounted for water loss in the distribution system.

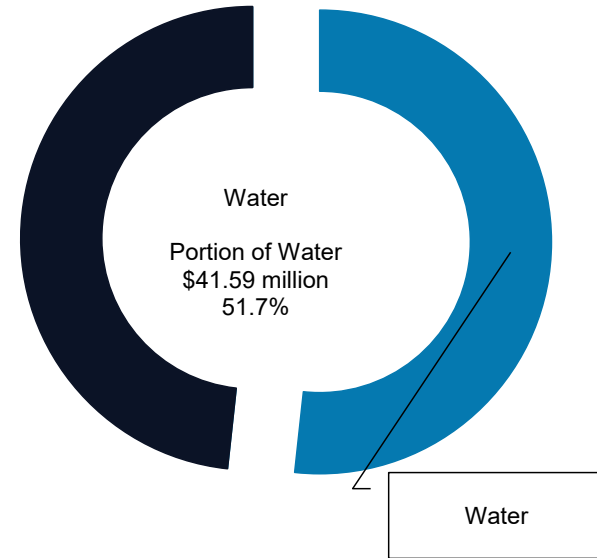
### CORE PROGRAMS AND SERVICES

- Watermain and services operations and maintenance, metering, fire hydrant maintenance and drinking water quality monitoring
- Customer service activities including troubleshooting concerns relating to high water bills, low pressure, taste and odour, and other water quality or supply issues
- Supporting construction activities related to capital replacement of water infrastructure and third party utility repairs

ORGANIZATION CHART

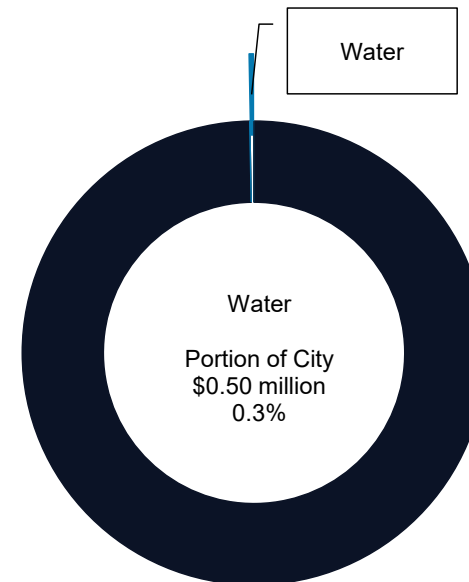


OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Water</b>			
FTE Full Time	39.17	37.67	(1.50)
FTE Part Time	0.33	0.33	
<b>Subtotal</b>	<b>39.50</b>	<b>38.00</b>	<b>(1.50)</b>
FTE Full Time recovered from Water/Sewer	17.79	16.84	(0.95)
FTE Part Time recovered from Water/Sewer	1.61	2.00	0.39
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>19.40</b>	<b>18.84</b>	<b>(0.56)</b>
<b>Total Water</b>	<b>58.90</b>	<b>56.84</b>	<b>(2.06)</b>

CAPITAL BUDGET SUMMARY



2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
Water Use By-law Revision	Review and update of the Water Use Bylaw.	Water	Q2 2024
Lead Identification Program	Sampling and monitoring program designed to identify locations of lead plumbing in the drinking water system.	Water	Q4 2024
District Metering Areas (DMA) Implementation Plan	The City needs to prepare a city wide DMA strategy that prioritizes certain system locations, ages and materials. The DMA plan will recommend DMA locations and boundaries, a high level timeline for approximation for annual cost of implementation, and implementation.	Water	Q4 2024
District Metering Areas (DMA) Program Review	A review of DMA established in the City on a pilot basis will be performed looking at detailed efficacy, cost benefit and effectiveness in reducing water loss and/or inflow and infiltration.	Water	Q4 2024
Water Meter Replacement Program	This project includes the planned replacement and renewal of aging water meters throughout the City. These replacements ensure the continued accuracy of our water billing and follow accepted asset management practices.	Water	Q4 2024
Pressure Monitoring Equipment Pilot	Implement equipment on key water mains to monitor pressure to aid in water loss prediction.	Water	Q4 2025
Active Leak Loggers Pilot	Put leak loggers into high risk areas for 24/7/365 monitoring.	Water	Q4 2025

**OPERATING BUDGET**

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Water</b>										
<b>Water</b>										
<b>EXPENSES</b>										
Salaries & Benefits	4,823,026	4,499,400	4,499,400	4,763,500	5.87%				4,763,500	5.87%
Materials & Supplies	2,523,587	2,453,830	2,426,900	2,418,700	(0.34%)		14,800	15,000	2,448,500	0.89%
Utilities	1,143	1,200	1,200	1,300	8.33%				1,300	8.33%
Contract Services	18,132,001	18,558,100	18,297,100	19,208,800	4.98%				19,208,800	4.98%
Rents & Financial Expenses	70,025	140,500	140,500	140,500	0.00%				140,500	0.00%
Debt Charges	1,112,085	1,110,400	1,197,200	1,191,900	(0.44%)				1,191,900	(0.44%)
Fund Transfers	9,255,500	9,732,600	9,732,600	10,562,100	8.52%		83,300	(279,000)	10,366,400	6.51%
Internal Recoveries	3,335,215	3,436,100	3,436,100	3,484,400	1.41%			(15,000)	3,469,400	0.97%
<b>Total EXPENSES</b>	<b>39,252,582</b>	<b>39,932,130</b>	<b>39,731,000</b>	<b>41,771,200</b>	<b>5.14%</b>		<b>98,100</b>	<b>(279,000)</b>	<b>41,590,300</b>	<b>4.68%</b>
<b>REVENUES</b>										
User Fees & Charges	(38,581,976)	(39,436,600)	(39,421,500)	(41,284,100)	4.72%				(41,284,100)	4.72%
Fines, Penalties & Interest	(187,689)	(165,000)	(165,000)	(165,000)	0.00%				(165,000)	0.00%
Fund Transfers	(713,009)	(330,530)	(144,500)	(141,200)	(2.28%)				(141,200)	(2.28%)
<b>Total REVENUES</b>	<b>(39,482,674)</b>	<b>(39,932,130)</b>	<b>(39,731,000)</b>	<b>(41,590,300)</b>	<b>4.68%</b>				<b>(41,590,300)</b>	<b>4.68%</b>
<b>Total Water</b>	<b>(230,092)</b>			<b>180,900</b>			<b>98,100</b>	<b>(279,000)</b>		

**CAPITAL BUDGET**

	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants Subsidies	Contribution From Others	Debt	Growth Debt
<b>Water</b>								
<b>Water</b>								
A/01246-40 Water Meter Replacement Program (2024)	499,400			499,400				
<b>Total Water</b>	<b>499,400</b>			<b>499,400</b>				

Water Utility Business Plans By Division

# Environmental Services

## SEWER

### BUSINESS PLAN SUMMARY

The Environmental Services – Sewer subdivision is responsible for delivery of safe and reliable wastewater collection services for residents and businesses. Core services include maintenance and operation of the wastewater collection system, monitoring of flows, and operation, maintenance and monitoring of the City’s wastewater pumping stations.

Key initiatives for 2024 include upgrades to King Street Sanitary Pump Station.

This subdivision has 44.91 FTEs and a balanced operating budget, as gross expenditures are completely offset by fund transfers, and user fees and charges.

### DESCRIPTION

The Environmental Services – Sewer subdivision is responsible for the operation and maintenance of the City’s wastewater collection infrastructure, and for maintaining the public service as safe and reliable for the City’s residents and businesses.

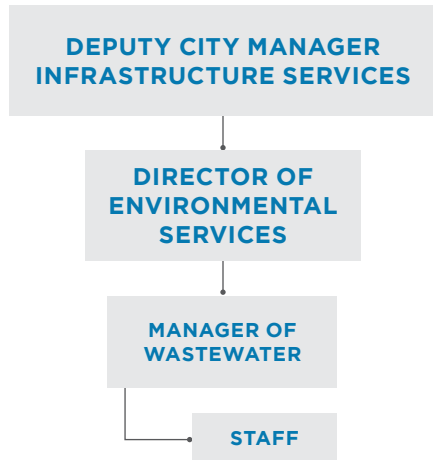
Primary activities include performing emergency repairs, performing preventative maintenance activities, such as flushing and removing debris from the pipe network, repairing and replacing network components, and operating, maintaining and monitoring its sanitary pumping stations.

Using advanced flow monitoring and inspection technologies the subdivision aims to reduce wastewater inflow and infiltration volumes going to wastewater treatment, and proactively address any reliability concerns within the system.

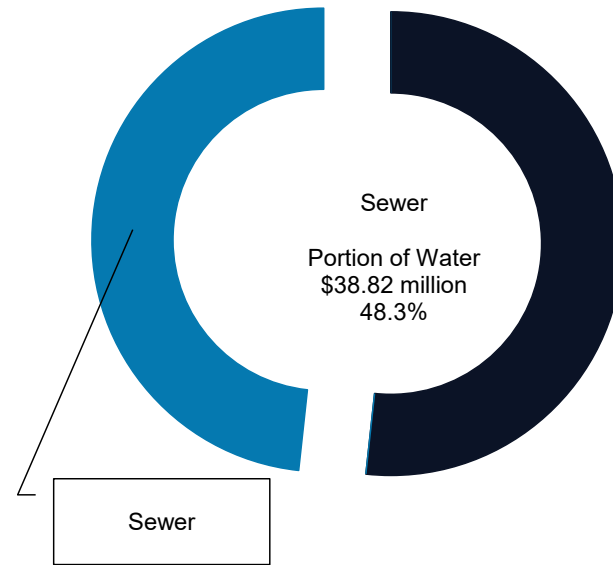
### CORE PROGRAMS AND SERVICES

- Wastewater pumping station operations, maintenance and renewal
- Wastewater collection system repair and maintenance activities
- Customer service related activities including troubleshooting sanitary service issues and odour concerns
- Supporting construction activities related to capital replacement of wastewater infrastructure and third-party utility repairs

ORGANIZATION CHART



OPERATING BUDGET SUMMARY



	2023 Restated Budget	2024 Total Budget	Change Over 2023
<b>Sewer</b>			
FTE Full Time	31.00	32.50	1.50
FTE Part Time	0.24	0.24	
<b>Subtotal</b>	<b>31.24</b>	<b>32.74</b>	<b>1.50</b>
FTE Full Time recovered from Water/Sewer	11.13	10.18	(0.95)
FTE Part Time recovered from Water/Sewer	1.60	1.99	0.39
FTE Full Time recovered from Storm			
FTE Part Time recovered from Storm			
<b>Subtotal</b>	<b>12.73</b>	<b>12.17</b>	<b>(0.56)</b>
<b>Total Sewer</b>	<b>43.97</b>	<b>44.91</b>	<b>0.94</b>

2024 WORKPLAN AND STRATEGIC PLAN ALIGNMENT HIGHLIGHTS

Workplan Initiative	Description	Strategic Action / Service Program	Anticipated Completion Date
<b>Core Service Initiatives</b>			
King Street Sanitary Pump Station Construction	Upgrades to this sanitary pump station including the replacement of the motor control center, scada control system, emergency back up generator, mechanical piping and flow/pressure monitoring controls, and confined space entry system will take place.	Wastewater	Q4 2024

OPERATING BUDGET

	2022 Actuals	2023 Forecast	2023 Restated Budget	2024 Base Budget	% Change Over 2023 Budget	2024 Growth	2024 Capital Impact	2024 One-Time	2024 Total Budget	% Change Over 2023 Budget
<b>Sewer</b>										
<b>Sewer</b>										
<b>EXPENSES</b>										
Salaries & Benefits	2,986,043	2,551,200	2,551,200	2,825,700	10.76%				2,825,700	10.76%
Materials & Supplies	809,611	1,052,892	954,000	1,016,700	6.57%		12,000	95,000	1,123,700	17.79%
Utilities	172,592	229,800	229,800	233,600	1.65%				233,600	1.65%
Contract Services	19,791,368	21,957,100	21,957,100	22,981,700	4.67%				22,981,700	4.67%
Rents & Financial Expenses	474,804	910,100	910,100	894,800	(1.68%)				894,800	(1.68%)
Debt Charges	1,502,328	1,501,700	2,210,300	2,208,600	(0.08%)				2,208,600	(0.08%)
Fund Transfers	3,819,100	4,116,800	4,116,800	5,259,800	27.76%		69,600	(717,000)	4,612,400	12.04%
Internal Recoveries	3,166,956	3,907,500	3,907,500	3,935,300	0.71%		6,000		3,941,300	0.87%
<b>Total EXPENSES</b>	<b>32,722,802</b>	<b>36,227,092</b>	<b>36,836,800</b>	<b>39,356,200</b>	<b>6.84%</b>		<b>87,600</b>	<b>(622,000)</b>	<b>38,821,800</b>	<b>5.39%</b>
<b>REVENUES</b>										
User Fees & Charges	(34,042,561)	(35,280,900)	(35,280,900)	(37,277,400)	5.66%				(37,277,400)	5.66%
Fund Transfers	(1,466,422)	(946,192)	(1,555,900)	(1,544,400)	(0.74%)				(1,544,400)	(0.74%)
<b>Total REVENUES</b>	<b>(35,508,983)</b>	<b>(36,227,092)</b>	<b>(36,836,800)</b>	<b>(38,821,800)</b>	<b>5.39%</b>				<b>(38,821,800)</b>	<b>5.39%</b>
<b>Total Sewer</b>	<b>(2,786,181)</b>			<b>534,400</b>			<b>87,600</b>	<b>(622,000)</b>		

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# Capital Forecast Details

The ten-year capital plan includes 473 projects totaling \$725.2 million. The amount of forecasted capital expenses varies year-to-year, largely driven by a number of significant projects in the City's capital forecast. Examples of these include:

- The Recreation Complex project in 2024 totaling \$102.3 million, as well as the Blackbridge road and bridge reconstruction also in 2024 for \$20.6 million;
- Riverside Dam construction project in 2025 totaling \$19.3 million; and
- Townline Road reconstruction in 2026 for \$11.5 million.

The ten-year capital plan summary shown below also illustrates how the funding requirements from development charges are the largest in the early years of the forecast period, from 2024 to 2028. These

five years represent 93 per cent of the total forecasted development charges funding requirements. This is reflective of the challenges identified on pages 87 to 94 associated with the timing of development charge projects relative to the collection of the revenues.

The summary in the table below also provides a snapshot of the debt that is required, both funded by property taxes (the "Debenture" row in the table below) as well as funded by future development charges (the "Growth Debt" in the table below). For more discussion on the debt requirements in the ten-year capital forecast, please refer to pages 94 to 95. The following pages provide the detailed capital plan for 2024 as well as the forecast for 2025-2033. The forecast is based on current best estimates and will be reviewed annually as more information on condition assessments and relative prioritization of projects becomes available.

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
<b>Capital Forecast Expenses</b>	<b>\$ 167,678,100</b>	<b>\$ 82,857,500</b>	<b>\$ 82,748,500</b>	<b>\$ 64,938,600</b>	<b>\$ 73,167,300</b>	<b>\$ 52,293,700</b>	<b>\$ 49,633,800</b>	<b>\$ 58,034,300</b>	<b>\$ 46,794,000</b>	<b>\$ 47,046,100</b>	<b>\$ 725,191,900</b>
<b>Source of Funding</b>											
Capital Levy	\$ 13,287,500	\$ 13,987,000	\$ 14,140,300	\$ 12,984,400	\$ 20,651,400	\$ 16,573,600	\$ 19,619,200	\$ 19,751,700	\$ 18,525,900	\$ 17,842,900	\$ 167,363,900
Development Charges	41,446,300	16,140,900	15,278,400	24,954,400	10,484,200	9,081,900	2,562,800	1,210,200	599,400	1,334,700	123,093,200
Other Reserves & Reserve Funds	16,812,300	26,874,500	25,797,300	20,448,900	25,992,000	22,338,600	23,152,200	32,772,800	23,369,100	23,568,900	241,126,600
Grants and Subsidies	6,429,600	5,959,500	4,299,600	4,299,600	4,299,600	4,299,600	4,299,600	4,299,600	4,299,600	4,299,600	46,785,900
Contribution From Others	1,903,700	595,600	2,358,700	2,251,300	-	-	-	-	-	-	7,109,300
Debenture	27,473,500	19,300,000	5,775,000	-	-	-	-	-	-	-	52,548,500
Growth Debt	60,325,200	-	15,099,200	-	11,740,100	-	-	-	-	-	87,164,500
<b>Total Funding Forecast</b>	<b>\$ 167,678,100</b>	<b>\$ 82,857,500</b>	<b>\$ 82,748,500</b>	<b>\$ 64,938,600</b>	<b>\$ 73,167,300</b>	<b>\$ 52,293,700</b>	<b>\$ 49,633,800</b>	<b>\$ 58,034,300</b>	<b>\$ 46,794,000</b>	<b>\$ 47,046,100</b>	<b>\$ 725,191,900</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2024 Capital Projects</b>								
<b>Asset Management &amp; Project Management</b>								
A/00786-20 Asset Management Plan - Phase 3	357,000	157,000		200,000				
<b>Office of the City Clerk</b>								
A/01495-20 Records and Information Management	150,000	150,000						
<b>Engineering and Transportation Services</b>								
A/00469-40 Lions Can Amera Splashpad Design and Build	860,000		860,000					
A/00492-40 Blackbridge Rd and Bridge Reconstruction	20,600,000						6,863,000	13,737,000
A/00570-30 Infrastructure Design (2024)	536,000	166,000		370,000				
A/00571-30 East Side Middle Block Rd Design (Fountain to NS Collector)	670,700	49,100	621,600					
A/00571-41 Middle Block Road Trunk Sanitary Sewer	2,953,000		2,082,800			870,200		
A/00588-40 Playground Replacement - Stirling MacGregor Park	222,000	222,000						
A/00598-30 Bridge & Culvert Design	250,000	250,000						
A/00612-40 Playground Replacement - Sault Park	230,000	125,400			104,600			
A/00675-42 Elgin Street North Utility Relocations	300,000	100,000		200,000				
A/00750-40 SWM Pond 151 Rehabilitation	605,000	372,000				233,000		
A/00765-40 Parklawn Cemetery Roads	430,000			430,000				
A/00987-40 Asphalt Resurfacing Program (2024)	945,000	945,000						
A/01018-20 Bishop St N (Franklin-CanAmera) - EA	210,100	31,500	178,600					
A/01080-40 Argyle Street North and South Reconstruction	1,618,000	848,000		770,000				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01081-40 Glendale Place and Ash Street Reconstruction	1,723,000	840,000		883,000				
A/01082-40 Oxford St. Reconstruction	2,990,000	146,500		1,516,500	1,327,000			
A/01083-40 Albert St. Reconstruction	2,665,000	73,000		1,452,000	1,140,000			
A/01100-40 Trail Bridges (2024)	450,000	450,000						
A/01104-30 Park Dev Isherwood Design	51,000		51,000					
A/01107-40 Trail Dev - South Point Ph 2 (Bosdale)	356,700		356,700					
A/01171-40 Edward St. Retaining Wall Renewal Replacement	715,000	715,000						
A/01195-31 Limerick Road Design	202,500	202,500						
A/01204-40 Sidewalk Installation - Preston Parkway	293,000	44,000	249,000					
A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis	482,000				482,000			
A/01212-30 Park Dev Lakeview/Morrison Development Design	71,700		71,700					
A/01240-30 West River Road Trunk Sanitary Access - Design	90,000			90,000				
A/01294-40 Blenheim Road Reconstruction (2024)	3,440,000	285,000		863,500	1,596,000	695,500		
A/01313-40 Sanitary Lining Citywide (2024)	1,950,000			1,950,000				
A/01358-40 City-Wide Speed Limit Signage Implementation (2024)	287,500	287,500						
A/01444-40 Dickson St. Parking Lot Storm Improvements	350,000			350,000				
A/01445-40 Mill Creek Road Watermain	960,000			960,000				
A/01446-40 Sault Park - New Playground	217,800	187,800				30,000		
A/01463-40 Park Dev Saginaw Subdivision	235,000		235,000					
A/01488-40 Sidewalk Installation - Edward Street (2024)	75,000	75,000						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01489-30 Saginaw Parkway at Green Vista Drive Intersection Improvements - Detailed Design (2024)	100,000	85,000	15,000					
A/01499-30 Hespeler Transportation Assessment (2024)	150,000		75,000			75,000		
<b>Risk and Facilities</b>								
A/00460-40 Heritage Restore - Cambridge Community Theatre	173,700	173,700						
A/00553-30 - Heritage Reno - Hespeler Town Centre - Design	300,000	300,000						
A/00698-40 City Hall - Curtain Wall & Parapet Flashing - Construction	400,000			400,000				
A/01236-20 Building Condition Assessments (2024)	200,000			200,000				
A/01398-40 Galt Arena Door Replacement	140,000			140,000				
A/01474-40 Landreth Cottage Heritage Restoration	172,000	172,000						
A/01479-40 WG Johnson Lunch Room and Storage	130,700	130,700						
A/01480-40 City Campus Concrete paver replacement	200,000	200,000						
A/01483-30 Soper Park Outdoor Pool Design and Park Plan	450,000		450,000					
<b>Fire Services</b>								
A/00590-10 Bunker Gear Phase 1	264,000	264,000						
A/01151-10 Fire Fleet Apparatus (2024)	1,322,900			1,322,900				
A/01278-10 Light Fire Fleet (2024)	110,000			110,000				
A/01411-10 Automated External Defibrillator (AED) Replacement	55,000	55,000						
A/01412-10 SCBA Air Packs	84,000	84,000						
A/01461-10 Fire Fleet Growth (2024)	155,000		155,000					

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Idea Exchange</b>								
A/00477-40 Library Roof Replace - Queen Square (92)	418,000	418,000						
A/00594-10 Library Materials (2024)	109,000		109,000					
A/00595-10 Library Computer Equipment (2024)	503,000	503,000						
A/00878-40 Library HVAC Replacement (Preston)	245,000	245,000						
A/01368-40 Library HVAC Replacement (Queen's Square)	86,000	86,000						
A/01536-40 Library Window Replacement	350,000				350,000			
<b>Legal and Realty Services</b>								
A/01501-10 Future planned roundabout	500,000		500,000					
<b>Operations</b>								
A/00900-10 Equipment Replacement (2024)	3,755,000			3,755,000				
A/01290-10 Equipment Growth (2024)	326,600		326,600					
A/01542-20 Cricket Feasibility Study	50,000	45,000	5,000					
<b>Planning Services</b>								
A/01464-20 Heritage Building List Permit Review	250,000	250,000						
A/01518-20 Hespeler Road Corridor Community Improvement Plan (CIP)	1,000,000				1,000,000			
A/01519-20 SE Galt and Main Street and Dundas Street CIP	400,000				400,000			
A/01520-20 Additional Residential Unit Assistance Program	30,000				30,000			
A/01522-20 Heritage Property Designations (OHA)	403,800	403,800						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Recreation and Culture</b>								
A/00463-41 Recreation Complex - Construction	102,303,000		35,104,300				20,610,500	46,588,200
A/01540-20 Recreation Services Rates & Fees Review	75,000	75,000						
<b>Technology Services</b>								
A/00804-40 Corporate Payment System Lifecycle Implementation	400,000	400,000						
A/00831-40 Work Order Management System Enhancements (2024)	350,000	350,000						
A/00927-10 Laptop/Desktop Replacement Lifecycle (2024)	250,000	250,000						
A/01028-40 cityONE (SAP) Lifecycle Updates And Replacements (2024)	500,000	500,000						
A/01420-10 Network Equipment Lifecycle/ Replacement (2024)	400,000	400,000						
A/01510-40 Amanda Roadmap Implementation (2024)	300,000	150,000		150,000				
A/01511-40 GIS Roadmap Implementation (2024)	350,000	250,000		100,000				
A/01512-40 SharePoint Roadmap Implementation (2024)	100,000	100,000						
A/01513-40 ActiveNet Roadmap Implementation (2024)	150,000	150,000						
A/01514-40 Security System/Camera Hardware & Application Consolidation (2024)	75,000	75,000						
A/01515-40 Telephone Modernization - Teams Phone (2024)	300,000	200,000		100,000				
A/01516-40 Connected City (2024)	150,000	150,000						
A/01517-40 End-to-End Parking System & Process Digitization (2024)	100,000	100,000						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Water</b>								
A/01246-40 Water Meter Replacement Program (2024)	499,400			499,400				
<b>Total 2024 Capital Projects</b>	<b>\$167,678,100</b>	<b>\$13,287,500</b>	<b>\$41,446,300</b>	<b>\$16,812,300</b>	<b>\$6,429,600</b>	<b>\$1,903,700</b>	<b>\$27,473,500</b>	<b>\$60,325,200</b>

<b>2025 Capital Projects</b>								
<b>Economic Development</b>								
A/01035-40 Gateway Sign Replacement	159,900			159,900				
<b>Engineering and Transportation Services</b>								
A/00002-40 Hespeler Trail - Winston to Guelph Construction	2,648,600		1,076,600		1,572,000			
A/00024-40 Riverside Dam Construction	19,300,000						19,300,000	
A/00465-41 North Boxwood Trail - Development Phase 2	518,700		518,700					
A/00480-40 SE Galt Main Street Extension of Services	1,057,200		1,057,200					
A/00486-41 Region - Fountain St N (Maple Grove to Kossuth) Phase 2	3,890,000		2,650,000	860,000		380,000		
A/00589-40 Parklawn Columbarium - Phase 1, Part 3	134,000			134,000				
A/00601-30 Infrastructure Design (2025)	820,000	270,000		550,000				
A/00683-31 Mill Race Park Revitalization Design and Park Plan (2025)	197,000	197,000						
A/00731-40 Trail Renewal - Northview Heights Trail	498,200	74,700	423,500					
A/00752-20 SWM Pond Condition Assessments	112,000	112,000						
A/00784-40 Playground Replacement - Hill 60 Park	182,300	182,300						
A/00939-40 Playground Replacement - Chaplin Park	210,200				210,200			

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/00942-40 Playground Replacement - John Erb Park	225,200				225,200			
A/00956-40 Trail Renewal - Dan Spring Way	551,800	82,800	469,000					
A/00988-40 Asphalt Resurfacing Program (2025)	1,091,000				1,091,000			
A/01059-30 Cambridge Dog Park Design	100,000		100,000					
A/01085-40 Wellington St. S and Maple Ridge Road Reconstruction	1,776,000	885,000		891,000				
A/01086-40 Bruce and Spruce St. Reconstruction	4,692,000			2,346,000	2,346,000			
A/01095-30 East Side Lands Speedsville Infrastructure Design (Royal Oak to Maple Grove)	487,100		271,500			215,600		
A/01104-40 Park Dev - Isherwood	480,000		480,000					
A/01108-40 Trail Dev - Lakeview-Morrison Estates	634,000		634,000					
A/01115-30 Parking Lot Renewal Design - Westminster Lot and Water St North Lot	53,000	53,000						
A/01131-30 Trail Bridge Design 2	147,400	147,400						
A/01159-31 Hespeler Pedestrian Bridge Design	521,200	120,700	400,500					
A/01174-40 Cooper Street Reconstruction	8,430,000	4,218,000		4,212,000				
A/01211-40 Court Refurbishment - Lawrence Pickelball, Weaver Basketball	500,000	500,000						
A/01212-40 Park Dev - Lakeview/Morrison Development	677,800		677,800					
A/01218-40 Riverside Park Roads Construction - Internal Ring Rd.	1,300,000	872,800			427,200			
A/01293-40 Blair Road Retaining Wall Construction (2025)	773,000	773,000						
A/01304-40 Region - 188 Water St	75,000	75,000						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01307-40 Water Service Replacements Citywide	3,160,000			3,160,000				
A/01310-30 Riverside Park Artesian Well Outlet Modification Design (2025)	68,000			68,000				
A/01315-40 Sanitary Lining Citywide (2025)	1,839,000			1,839,000				
A/01316-40 Watermain Lining Citywide (2025)	3,804,000			3,804,000				
A/01361-40 City-Wide Speed Limit Signage Implementation (2025)	301,900	301,900						
A/01386-30 Snow Storage Facility EA, Design, & Permits	165,000	165,000						
A/01452-40 Laneway Renewal Program 2025	350,000	350,000						
A/01491-40 New Street Light Installations (2025)	85,000	85,000						
A/01500-30 Road Safety Strategy (2025)	150,000	150,000						
A/01531-40 Railway Improvements - Whistle Cessation	360,000	360,000						
<b>Risk and Facilities</b>								
A/00553-41 Heritage Reno - Exterior Market Building	848,400			848,400				
A/00609-40 Energy Management - Corporate Buildings (2025)	303,000	153,000		150,000				
A/00621-30 Fire Station 4 Expansion Design	228,800		228,800					
A/00944-40 Johnson Center - Skylight, Window and Light Replacements	287,900			287,900				
A/01473-40 Preston Scout House Heritage Preservation	131,000	131,000						
A/01478-40 Fire Station 5 Windows and Doors	147,300	147,300						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01481-40 Ferguson Homestead Heritage Restoration	244,000	244,000						
A/01482-40 Lutz House Heritage Restoration	152,000	152,000						
A/01541-20 Facilities Master Plan - Phase 1 (Decommissioning Plan)	50,000	50,000						
<b>Fire Services</b>								
A/00619-10 Bunker Gear Phase 2	264,000	264,000						
A/01152-10 Light Fire Fleet (2025)	80,000			80,000				
A/01279-10 Fire Fleet Apparatus (2025)	1,250,000			1,250,000				
A/01426-10 Fire Fleet Growth (2025)	1,400,000		1,400,000					
<b>Idea Exchange</b>								
A/00623-10 Library Materials (2025)	109,000		109,000					
A/00624-10 Library Computer Equipment (2025)	382,000	382,000						
A/00625-40 Library Elevator Modernization (Hespeler)	176,800			88,900	87,900			
<b>Legal and Realty Services</b>								
A/01381-10 Land Acquisition - Confidential	2,085,000		2,085,000					
A/01382-10 Land Acquisition - Confidential	2,770,000		2,770,000					
<b>Operations</b>								
A/00901-10 Equipment Replacement (2025)	4,639,000			4,639,000				
A/01026-10 Equipment Growth (2025)	614,300		614,300					
A/01378-10 EV Charging Stations (2025)	80,000	53,600		26,400				
A/01443-40 Fleet Hoist Replacement (BOC)	80,000	80,000						
<b>Planning Services</b>								
A/00515-20 Zoning By-Law Review (2025)	219,500	219,500						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Recreation and Culture</b>								
A/00865-21 Recreation Services Master Plan (2025)	175,000		175,000					
<b>Sewer</b>								
A/00960-40 Corydon Pump Station Upgrade - Construction	453,400			453,400				
A/00961-40 Riverside Pump Station Upgrade- Construction	457,200			457,200				
<b>Technology Services</b>								
A/00549-40 Disaster Recovery Site Enhancements	250,000	250,000						
A/00604-10 Laptop/Desktop Replacement Lifecycle (2025)	320,000	320,000						
A/00834-40 cityONE (SAP) Lifecycle Updates and Enhancements (2025)	500,000	500,000						
A/00839-40 Work Order Management System Enhancements (2025)	100,000	100,000						
A/01264-40 Wifi Enhancements - BOC, Fire HQ and Rec Facilities	300,000	300,000						
A/01532-40 Corporate Payment System Lifecycle Implementation	450,000	450,000						
A/01533-40 Parking Digitization and Service Enhancement	75,000	75,000						
A/01534-40 SharePoint Roadmap Implementation (2025)	100,000	65,000		35,000				
A/01535-40 GIS Roadmap Implementation (2025)	100,000	75,000		25,000				
<b>Water</b>								
A/01247-40 Water Meter Replacement Program (2025)	509,400			509,400				
<b>Total 2025 Capital Projects</b>	<b>\$82,857,500</b>	<b>\$13,987,000</b>	<b>\$16,140,900</b>	<b>\$26,874,500</b>	<b>\$5,959,500</b>	<b>\$595,600</b>	<b>\$19,300,000</b>	<b>\$0</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2026 Capital Projects</b>								
<b>Corporate Strategy</b>								
A/00705-20 Strategic Plan	159,200	159,200						
<b>Engineering and Transportation Services</b>								
A/00239-41 Branchton Road - Watermain and Sanitary Sewer	1,080,200		1,080,200					
A/00264-41 River Bluffs - Sanitary Sewer Upsizing	229,200		98,200	131,000				
A/00379-41 Lisbon Pines - Sanitary Sewer Upsizing	591,700		245,500	346,200				
A/00445-40 Region - Ainslie St	7,020,000	2,620,000		4,400,000				
A/00507-40 SE Galt Sanitary Trunk East Boundary (Main St to Dundas PS)	4,022,300							4,022,300
A/00532-40 Playground Replacement - Soper Park	262,200	262,200						
A/00537-40 SE Galt Wesley Blvd San & WM upsizing (to Vanier Dr)	1,688,200		1,688,200					
A/00540-40 Bridge & Culvert Waterproofing Renewal	1,502,000	1,502,000						
A/00557-30 Accessible Ball Diamond - Design	102,000	102,000						
A/00571-40 East Side Middle Block Rd (Fountain - NS Collector Rd)	6,528,300	477,600	748,800					5,301,900
A/00582-40 Park Dev - Maple Grove/Hespeler Rd	1,066,600		1,066,600					
A/00587-40 Playground Replacement - Forbes Park	362,000	362,000						
A/00617-30 New Hope Columbarium - Design and Pad	91,000			91,000				
A/00630-30 Infrastructure Design (2026)	845,000	281,000		564,000				
A/00641-40 Playground Replacement - Willard Park	225,200	159,400			65,800			

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/00643-40 Park Dev - South Point (Bosdale)	979,400		979,400					
A/00644-40 Avenue Road MUT (Gail Street to Franklin Boulevard)	371,700	55,800	315,900					
A/00675-40 Elgin Street North (Glamis Road to CP Rail Crossing) Phase 1	9,383,000			3,962,000	4,233,800	1,187,200		
A/00718-40 Parking Lot Renewal - Westminster Lot	329,800	329,800						
A/00720-40 Townline Road Reconstruction	11,550,000						5,775,000	5,775,000
A/00724-40 Region - King St/Coronation Blvd (Water St to Bishop St)	2,320,000	520,000		1,800,000				
A/00989-40 Asphalt Resurfacing Program (2026)	610,000	610,000						
A/00994-40 Rural Road Resurfacing Program (2026)	350,000	350,000						
A/01016-20 Transportation Master Plan Update	172,700	57,600	115,100					
A/01018-30 Bishop St N (Franklin to Can-Amara) - Design	338,000	50,000	288,000					
A/01095-40 East Side Lands - Speedsville PS and Forcemain Upgrades	1,793,000		896,500			896,500		
A/01101-40 Trail Bridges (2026)	468,700	468,700						
A/01114-40 Parking Lot Renewal - King St Lot	199,700	199,700						
A/01116-40 Active Transportation - Dunbar Rd Phase 3	589,100	88,400	500,700					
A/01182-40 Dayton St. Reconstruction	2,090,000	1,045,000		1,045,000				
A/01196-30 East Side Lands Speedsville Road Design (Maple Grove to Middle Block)	1,235,800	93,000	1,142,800					
A/01240-40 West River Road Trunk Sanitary Access - Construction	640,000			640,000				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01276-40 Fountain St Soccer Playground	275,000					275,000		
A/01312-40 Water Service Replacements Citywide (2026)	3,918,000			3,918,000				
A/01318-30 Storm Pond Design (2026)	136,000	136,000						
A/01319-40 Sanitary Lining Citywide (2026)	1,117,000			1,117,000				
A/01453-40 Laneway Renewal Program (2026)	360,000	360,000						
A/01489-40 Saginaw Parkway at Green Vista Drive Intersection Improvements - Construction (2026)	850,000	127,500	722,500					
<b>Risk and Facilities</b>								
A/00553-40 Heritage Reno - Hespeler Town Centre	2,171,500	2,171,500						
A/00606-40 Roof Replace - Durward Centre - Phase 2	505,000	255,000		250,000				
A/00607-40 Heritage Reno - Ferguson Homestead and Lutz House	757,500			757,500				
A/00773-30 South East Parks Workshop Design	242,000		242,000					
A/01135-40 58 Ainslie St - Addition Removal	75,000			75,000				
A/01238-30 Design / Corporate Facilities (2026)	70,000			70,000				
A/01399-40 BOC Overhead Doors	689,700	229,900		459,800				
A/01401-40 Roof Replace - Lutz House	94,100			94,100				
A/01483-40 Soper Park Outdoor Pool Construction	5,039,000		5,039,000					
A/01541-21 Facilities Master Plan - Phase 2 (Decommissioning Plan)	100,000	100,000						
<b>Fire Services</b>								
A/01153-10 Light Fire Fleet (2026)	288,600			288,600				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Idea Exchange</b>								
A/00647-10 Library Materials (2026)	109,000		109,000					
A/00648-10 Library Computer Equipment (2026)	117,000	117,000						
<b>Operations</b>								
A/00902-10 Equipment Replacement (2026)	5,538,100			5,538,100				
<b>Sewer</b>								
A/00962-30 Witmer Pumping Station Upgrade- Design	250,000			250,000				
<b>Technology Services</b>								
A/00847-40 Work Order Management System Enhancements (2026)	100,000	100,000						
A/00884-40 cityONE (SAP) Lifecycle Updates and Enhancements (2026)	475,000	475,000						
A/00928-10 Laptop/Desktop Replacement Lifecycle (2026)	275,000	275,000						
<b>Total 2026 Capital Projects</b>	<b>\$82,748,500</b>	<b>\$14,140,300</b>	<b>\$15,278,400</b>	<b>\$25,797,300</b>	<b>\$4,299,600</b>	<b>\$2,358,700</b>	<b>\$5,775,000</b>	<b>\$15,099,200</b>

2027 Capital Projects

Engineering and Transportation Services

A/00465-42 North Boxwood Trail - Development Phase 3	852,500		852,500					
A/00509-40 SE Galt Infrastructure Upsize	2,400,700		2,400,700					
A/00544-30 East Side Lands Middle Block Road Design (Fountain to Speedville)	1,742,400	109,300	1,633,100					
A/00616-40 Playground Replacement - Churchill Spaceshuttle	427,500	427,500						
A/00639-40 Playground Replacement - Byton Lane Park	139,400	139,400						
A/00640-40 Playground Replacement - Morva Rouse Park	139,400	139,400						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/00649-40 Bridge & Culvert Renewal (2027)	1,144,000	1,144,000						
A/00652-30 Infrastructure Design (2027)	870,000	290,000		580,000				
A/00675-41 Elgin Street North (Glamis Road to CP Rail Crossing) Phase 2	8,228,100	3,129,000		3,982,900		1,116,200		
A/00678-41 Region - Myers Road - Phase 2	1,210,000	280,000		930,000				
A/00721-40 Region - Eagle St (Concession/Speedsville Rd to King St)	1,480,000	310,000		1,170,000				
A/00990-40 Asphalt Resurfacing Program (2027)	860,000	860,000						
A/01059-40 Cambridge Dog Park Implementation	523,000		523,000					
A/01084-40 Henry Serviss and McAuslan St Reconstruction	4,976,900			2,488,400	2,488,500			
A/01093-40 East Side Lands - Speedsville Road Watermain	534,000		534,000					
A/01094-40 East Side Lands - Speedsville Road Sanitary Sewer	2,270,200		1,135,100			1,135,100		
A/01102-40 Trail Bridges (2027)	212,500	212,500						
A/01121-40 Concession Road Protected Bike Lanes Design	122,700	18,400	104,300					
A/01159-40 Hespeler Pedestrian Bridge Construction	4,216,400	632,500	3,583,900					
A/01179-40 Ramore St. and Gilholm Ave. Reconstruction	2,690,400	1,345,200		1,345,200				
A/01180-40 Moore St. and Hamilton St. Reconstruction	3,631,700	4,800		1,815,800	1,811,100			
A/01196-40 East Side Lands Speedsville Road (Maple Grove to Middle Block)	11,456,300	862,400	10,593,900					
A/01207-40 Churchill Park and Birkinshaw Park Path Lighting	248,000	49,600	198,400					
A/01314-40 Playground Replacement - Domm Park	228,400	228,400						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01323-40 Sewer Lining Citywide	1,383,000			1,383,000				
A/01324-40 Watermain Lining Citywide (2027)	1,776,000			1,776,000				
A/01362-40 Parking Lot Renewal - St. James Church Lot	103,900	103,900						
<b>Risk and Facilities</b>								
A/00519-40 Renovation - City Hall	653,000			653,000				
A/00621-40 Fire Station 4 Expansion Construction	3,012,500		3,012,500					
A/00635-40 Roof Replace - Hespeler Arena	505,000			505,000				
<b>Financial Services</b>								
A/00745-20 DC and CBC Update (2027)	148,000		148,000					
<b>Fire Services</b>								
A/00622-10 Bunker Gear (New Personnel)	126,000		126,000					
A/01155-10 Light Fire Fleet (2027)	169,700			169,700				
<b>Idea Exchange</b>								
A/00661-10 Library Materials (2027)	109,000		109,000					
A/00662-10 Library Computer Equipment (2027)	523,000	523,000						
A/00874-40 Library Roof Replace - Queen Square (86)	141,400			141,400				
A/00877-50 Library Website Upgrade (2027)	100,000	100,000						
A/00880-40 Library Phone System Replacement	100,000	100,000						
A/01369-40 Library Boiler Replacement (Preston)	110,000	110,000						
<b>Legal and Realty Services</b>								
A/01129-10 Utility Easement Acquisition (2027)	150,000	50,000		100,000				

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Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Operations</b>								
A/00903-10 Equipment Replacement (2027)	2,667,100			2,667,100				
A/01377-10 EV Charging Stations (2024)	80,000	53,600		26,400				
<b>Planning Services</b>								
A/00741-20 Heritage Master Plan Review And Update	216,500	216,500						
<b>Recreation and Culture</b>								
A/01505-20 Sports Development & Tourism Strategic Plan	115,000			115,000				
<b>Sewer</b>								
A/00962-40 Witmer Pumping Station Upgrade- Construction	600,000			600,000				
<b>Technology Services</b>								
A/00654-40 Server & Infrastructure	200,000	200,000						
A/00655-40 Storage Systems Life Cycling	200,000	200,000						
A/00656-40 Disaster Recovery Site Enhancement	200,000	200,000						
A/00849-40 cityONE (SAP) Enhancements and Assessment (2027)	300,000	300,000						
A/00853-40 Work Order Management System Enhancements (2027)	100,000	100,000						
A/00929-10 Laptop/Desktop Replacement Lifecycle (2027)	275,000	275,000						
A/01267-40 Budget Software/Application Project	270,000	270,000						
<b>Total 2027 Capital Projects</b>	<b>\$64,938,600</b>	<b>\$12,984,400</b>	<b>\$24,954,400</b>	<b>\$20,448,900</b>	<b>\$4,299,600</b>	<b>\$2,251,300</b>	<b>\$0</b>	<b>\$0</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2028 Capital Projects</b>								
<b>Economic Development</b>								
A/00920-20 Update Economic Development Review and Action Plan	126,900	126,900						
<b>Engineering and Transportation Services</b>								
A/00488-40 Salisbury Avenue Culvert Replacement	1,289,000	1,289,000						
A/00544-40 East Side Middle Block Rd (Fountain St - Speedsville Rd)	16,151,600	1,013,500	3,398,000					11,740,100
A/00596-40 East Side Lands - New Storm Sewer Facility	3,716,100		3,716,100					
A/00597-20 Sanitary Sewer Model Calibration	182,800		182,800					
A/00617-40 New Hope Columbarium - Wall/Complex	270,000			270,000				
A/00714-41 Region - Dundas St Phase 3 (Briercrest to Franklin) & Main St (Franklin to Chalmers)	4,250,000	1,840,000		2,410,000				
A/00725-40 Region - Grand Ave (Cedar St to St. Andrew St)	670,000	80,000		590,000				
A/00730-30 Infrastructure Design (2028)	896,000	298,000		598,000				
A/00782-40 Playground Replacement - Grills Park	113,100				113,100			
A/00783-40 Playground Replacement - Heise Park	160,600	40,100			120,500			
A/00938-40 Playground Replacement - Witmer Park	202,000	202,000						
A/00941-40 Playground Replacement - Sturdy Park	210,000	210,000						
A/00991-40 Asphalt Resurfacing Program (2028)	810,000	810,000						
A/01132-30 Trail Bridge Design 3	162,600	162,600						
A/01222-40 Avenue Road MUT (Franklin Boulevard to Chimney Hill Drive)	381,000	57,200	323,800					

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01257-40 Parking Lot Renewal - Civic Lot	542,200	542,200						
A/01327-40 Sanitary Lining Citywide (2028)	929,000			929,000				
A/01328-40 Watermain Lining Citywide (2028)	1,663,000			1,663,000				
A/01384-40 Main Street Reconstruction	8,136,000			4,070,000	4,066,000			
A/01385-40 Queen Street West Reconstruction	4,650,000	2,325,000		2,325,000				
A/01448-40 Lincoln Ave and Cumming Ave Reconstruction	6,840,000	3,420,000		3,420,000				
A/01449-40 Highland Park, Russ Street, Dolph St Watermain Replacement	10,000,000	5,000,000		5,000,000				
A/01455-40 Laneway Renewal Program (2028)	400,000	400,000						
<b>Risk and Facilities</b>								
A/00575-40 Indoor Pool Infrastructure – Johnson	606,000			606,000				
A/00706-40 Roof Replace - Farmers Market Building	239,400	239,400						
A/00773-40 South East Parks Workshop Construction	2,585,800		2,585,800					
A/00905-40 George Hancock Pool Decommissioning	250,000			250,000				
A/01002-40 Bldg Envelope Improv 17 Cambridge St Ph2	336,600			336,600				
A/01227-40 DDC & Arts Centre Heritage Restoration North & West Facades	333,300			333,300				
<b>Fire Services</b>								
A/01156-10 Fire Fleet Apparatus (2028)	213,700			213,700				
A/01373-10 Light Fire Fleet (2028)	157,400			157,400				
A/01416-10 SCBA Cylinders and Firefighter Locator System	50,000	50,000						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Idea Exchange</b>								
A/00478-40 Library Asbestos Abatement Queen Square	525,000	525,000						
A/00881-10 Library Materials (2028)	109,000		109,000					
A/00882-10 Library Computer Equipment (2028)	419,000	419,000						
A/01249-40 Library Roof Replace - Hespeler	595,900	595,900						
<b>Operations</b>								
A/00904-10 Equipment Replacement (2028)	2,670,000			2,670,000				
<b>Planning Services</b>								
A/00631-20 Official Plan Review (2028)	234,300	65,600	168,700					
<b>Sewer</b>								
A/00963-40 River Rd. Pumping Station - Reassessment	150,000			150,000				
<b>Technology Services</b>								
A/00841-40 cityONE (SAP) Lifecycle Updates And Replacements (2028)	500,000	500,000						
A/00860-40 Work Order Management System Enhancements (2028)	100,000	100,000						
A/00930-10 Laptop/Desktop Replacement Lifecycle (2028)	340,000	340,000						
<b>Total 2028 Capital Projects</b>	<b>\$73,167,300</b>	<b>\$20,651,400</b>	<b>\$10,484,200</b>	<b>\$25,992,000</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,740,100</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2029 Capital Projects</b>								
<b>Asset Management &amp; Project Management</b>								
A/00787-20 Asset Management Plan - 5 year update	225,000	65,000		160,000				
<b>Engineering and Transportation Services</b>								
A/00465-43 North Boxwood Trail - Development Phase 4	369,600		369,600					
A/00732-40 Parking Lot Renewal - Queen Street Lot	102,500	102,500						
A/00934-40 Playground Replacement - Arlington Park	147,500				147,500			
A/00936-40 Playground Replacement - Lions Can	370,100				370,100			
A/00937-40 Playground Replacement - DeCaro Park	200,500				200,500			
A/00968-40 Bridge & Culvert Renewal (2029)	1,071,000	1,071,000						
A/00969-40 Sustainable Infrastructure Renewal (2029)	10,200,000	2,167,700		5,000,000	3,032,300			
A/00970-30 Infrastructure Design (2029)	1,071,000	357,000		714,000				
A/00976-40 City Share - Region Projects (2029)	1,990,000	570,000		1,420,000				
A/00992-40 Asphalt Resurfacing Program (2029)	870,000	870,000						
A/00995-40 Rural Road Resurfacing Program (2029)	416,000	416,000						
A/01018-40 Bishop Street N (Franklin Blvd to Can-Amara Parkway) - Construction	6,928,000	1,039,000	5,889,000					
A/01201-40 Trail Dev - River Road Secondary Plan area	171,200		171,200					
A/01214-40 Park Dev - River Road Secondary Plan	847,800		847,800					
A/01215-40 Park Dev - Hunt Club Parks Phase 4-5	1,695,300		1,695,300					

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Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01224-40 Trail Bridges (2029)	549,200				549,200			
A/01321-40 Playground Replacement - Hancock Park	161,800	161,800						
A/01330-30 Storm Pond Design (2029)	148,000	148,000						
A/01331-40 Sanitary Lining Citywide (2029)	1,570,000			1,570,000				
A/01332-40 Watermain Lining Citywide (2029)	1,784,000			1,784,000				
A/01450-40 Nelson Street, Augusta and Peck Street Reconstruction	4,841,000	2,420,500		2,420,500				
A/01451-40 Samuelson Street Reconstruction	5,768,000	2,884,000		2,884,000				
A/01456-40 Laneway Renewal Program (2029)	415,000	415,000						
<b>Risk and Facilities</b>								
A/00608-40 Fire Hall Infrastructure - Station 2	198,000			198,000				
A/00710-40 Energy Management - Corporate Buildings (2029)	111,100			111,100				
A/01268-40 Building Elements Program (2029)	1,515,000	1,515,000						
A/01269-40 Building Systems Program (2029)	1,010,000	505,000		505,000				
A/01271-40 Roof Replace (2029)	636,300			636,300				
<b>Fire Services</b>								
A/01009-10 Bunker Gear Phase 1	293,100	293,100						
A/01157-10 Fire Fleet Apparatus (2029)	2,300,000			2,300,000				
A/01277-10 Light Fire Fleet (2029)	71,300			71,300				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Idea Exchange</b>								
A/00883-50 Library BAS Upgrade Queen Square	303,000	303,000						
A/01005-10 Library Materials (2029)	109,000		109,000					
A/01006-10 Library Computer Equipment (2029)	275,000	275,000						
<b>Operations</b>								
A/01024-10 Equipment Replacement (2029)	2,564,400			2,564,400				
<b>Technology Services</b>								
A/00633-40 Relational Database Management System Upgrade	200,000	200,000						
A/00814-40 cityONE (SAP) Enhancements (2029)	350,000	350,000						
A/00931-10 Laptop/Desktop Replacement Lifecycle (2029)	345,000	345,000						
A/01027-40 Work Order Management System Enhancements (2029)	100,000	100,000						
<b>Total 2029 Capital Projects</b>	<b>\$52,293,700</b>	<b>\$16,573,600</b>	<b>\$9,081,900</b>	<b>\$22,338,600</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

2030 Capital Projects

**Asset Management & Project Management**

A/01220-40 Sanitary Pumping Stations Condition Assessment	300,000			300,000				
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**Corporate Strategy**

A/01192-20 Strategic Plan	172,300	172,300						
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**Engineering and Transportation Services**

A/00568-40 Chilligo Culvert Replacement	809,000	809,000						
A/00719-40 Region - Pinebush Rd (Franklin Blvd to Hespeler Rd)	1,220,000	480,000		740,000				
A/00726-30 Downtown Cambridge Parking Structure Design	563,100	563,100						

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Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01017-20 Active Transportation/Cycling Plan Update	147,900	14,800	133,100					
A/01089-40 Sustainable Infrastructure Renewal (2030)	25,200,000	9,464,000		12,000,000	3,736,000			
A/01090-30 Infrastructure Design (2030)	1,100,000	366,000		734,000				
A/01091-40 Asphalt Resurfacing Program (2030)	925,000	925,000						
A/01096-40 City Share - Region Projects (2030)	2,050,000	590,000		1,460,000				
A/01111-40 Playground Replacement - Bechtel Park	154,500				154,500			
A/01216-40 Park Dev - I-Port Parks	1,571,500		1,571,500					
A/01223-40 Trail Renewal - Soper Park Trail	881,400	132,200	749,200					
A/01225-40 Trail Bridges (2030)	291,200	291,200						
A/01334-40 Sanitary Lining Citywide (2030)	1,617,000			1,617,000				
A/01335-40 Watermain Lining Citywide (2030)	2,205,000			2,205,000				
A/01336-40 Playground Replacement - Hilcrest Park (2030)	178,800				178,800			
A/01337-40 Playground Replacement - Mattamy Mill Pond Park (2030)	230,300				230,300			
A/01457-40 Laneway Renewal Program (2030)	430,000	430,000						
<b>Risk and Facilities</b>								
A/00461-40 Roof Replace - Dickson Arena	1,171,600	1,171,600						
A/00659-40 Energy Management - Hespeler Arena	1,212,000			1,212,000				
A/00709-40 Energy Management - Farmers Market Building	121,200			121,200				

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Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01143-40 Building Systems Program (2030)	1,010,000	1,010,000						
A/01144-40 Building Elements Program (2030)	1,515,000	1,515,000						
A/01272-40 Roof Replace (2030)	50,000			50,000				
<b>Fire Services</b>								
A/01048-10 Bunker Gear Phase 2	300,000	300,000						
<b>Idea Exchange</b>								
A/01124-10 Library Materials (2030)	109,000		109,000					
A/01125-10 Library Computer Equipment (2030)	374,000	374,000						
<b>Operations</b>								
A/01134-10 Equipment Replacement (2030)	2,713,000			2,713,000				
<b>Planning Services</b>								
A/00744-20 Zoning By-Law Review (2030)	211,000	211,000						
<b>Technology Services</b>								
A/00833-30 cityONE (SAP) Enhancements (2030)	350,000	350,000						
A/01160-10 Laptop/Desktop Replacement Lifecycle (2030)	350,000	350,000						
A/01161-40 Work Order Management System Enhancements (2030)	100,000	100,000						
<b>Total 2030 Capital Projects</b>	<b>\$49,633,800</b>	<b>\$19,619,200</b>	<b>\$2,562,800</b>	<b>\$23,152,200</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2031 Capital Projects</b>								
<b>Engineering and Transportation Services</b>								
A/00717-40 Region - Parkhill St (Ainslie St to Water St)	940,000	640,000		300,000				
A/00722-40 Region - Water St (Concession to Simcoe)	4,400,000	680,000		3,720,000				
A/01050-40 Columbarium - Parklawn (2031)	373,000			373,000				
A/01187-40 Bridge & Culvert Renewal (2031)	1,136,000	1,136,000						
A/01188-40 Sustainable Infrastructure Renewal (2031)	27,600,000	9,740,800		14,300,000	3,559,200			
A/01189-30 Infrastructure Design (2031)	1,136,000	378,000		758,000				
A/01190-40 Asphalt Resurfacing Program (2031)	1,200,000	1,200,000						
A/01193-40 City Share - Region Projects (2031)	2,110,000	610,000		1,500,000				
A/01217-40 Park Dev - Ripplewood	899,400		899,400					
A/01226-40 Trail Bridge Design 4	185,800	185,800						
A/01338-40 Storm Pond Rehabilitation (2031)	909,000	909,000						
A/01339-40 Sanitary Lining Citywide (2031)	1,666,000			1,666,000				
A/01340-40 Watermain Lining Citywide (2031)	1,817,000			1,817,000				
A/01341-40 Playground Replacement - Brent Park (2031)	270,700				270,700			
A/01342-40 Playground Replacement - Clochmohr Park (2031)	199,000				199,000			
A/01343-40 Playground Replacement - Griffiths Park (2031)	270,700				270,700			
A/01407-40 Trail Renewal - Gordon Chaplin Park Trail	237,400	35,600	201,800					

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
A/01458-40 Laneway Renewal Program (2031)	445,000	445,000						
<b>Risk and Facilities</b>								
A/00580-40 Roof Replace - Duncan McIntosh Arena	1,460,500	1,460,500						
A/01234-40 Building Elements Program (2031)	1,515,000			1,515,000				
A/01270-40 Building Systems Program (2031)	1,010,000	1,010,000						
A/01273-40 Roof Replace (2031)	182,800			182,800				
<b>Fire Services</b>								
A/01376-10 Fire Fleet Apparatus (2031)	1,560,000			1,560,000				
A/01429-10 Light Fire Fleet (2031)	115,000			115,000				
<b>Idea Exchange</b>								
A/01250-10 Library Materials (2031)	109,000		109,000					
A/01251-10 Library Computer Equipment (2031)	286,000	286,000						
<b>Operations</b>								
A/01281-10 Equipment Replacement (2031)	4,891,000			4,891,000				
<b>Technology Services</b>								
A/01259-40 Work Order Management System Enhancements (2031)	150,000	150,000						
A/01260-40 Amanda Roadmap Implementation (2031)	150,000	75,000		75,000				
A/01261-40 cityONE (SAP) Lifecycle Updates And Replacements (2031)	350,000	350,000						
A/01262-10 Laptop/Desktop Replacement Lifecycle (2031)	360,000	360,000						
A/01263-40 GIS Roadmap Implementation (2031)	100,000	100,000						
<b>Total 2031 Capital Projects</b>	<b>\$58,034,300</b>	<b>\$19,751,700</b>	<b>\$1,210,200</b>	<b>\$32,772,800</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2032 Capital Projects</b>								
<b>Engineering and Transportation Services</b>								
A/00723-40 Region - Clyde Rd (Dobbie Dr to Franklin Blvd)	490,000	110,000		380,000				
A/01051-40 Columbarium - Parklawn (2032)	155,000			155,000				
A/01296-40 Bridge & Culvert Renewal (2032)	1,170,000	1,170,000						
A/01297-40 Sustainable Infrastructure Renewal (2032)	27,900,000	9,762,900		14,500,000	3,637,100			
A/01298-30 Infrastructure Design (2032)	1,170,000	390,000		780,000				
A/01299-40 Asphalt Resurfacing Program (2032)	1,300,000	1,300,000						
A/01305-40 City Share - Region Projects (2032)	2,170,000	630,000		1,540,000				
A/01344-30 Storm Pond Design (2032)	162,000	162,000						
A/01345-40 Sanitary Lining Citywide (2032)	1,716,000			1,716,000				
A/01346-40 Watermain Lining Citywide (2032)	1,872,000			1,872,000				
A/01347-40 Playground Replacement - Riverside Park Accessible Playstructure (2032)	1,024,100	1,024,100						
A/01348-40 Playground Replacement - Dyck Park (2032)	275,700				275,700			
A/01349-40 Playground Replacement - Perbeck Park (2032)	181,800				181,800			
A/01350-40 Playground Replacement - Paul Peters Park (2032)	205,000				205,000			
A/01366-40 Active Transportation - Grand Ave S. Protected Bike Lanes	375,800	56,400	319,400					
A/01424-40 Rural Road Resurfacing Program (2032)	455,000	455,000						
A/01459-40 Laneway Renewal Program (2032)	460,000	460,000						

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Risk and Facilities</b>								
A/01404-40 Roof Replace - City Hall	1,247,100			1,247,100				
A/01405-40 Building Elements Program (2032)	992,500	992,500						
A/01433-40 Building Systems Program (2032)	1,010,000	505,000		505,000				
<b>Financial Services</b>								
A/01355-20 DC and CBC Update (2032)	171,000		171,000					
<b>Fire Services</b>								
A/01374-10 Light Fire Fleet (2032)	168,000			168,000				
<b>Idea Exchange</b>								
A/01370-10 Library Materials (2032)	109,000		109,000					
A/01371-10 Library Computer Equipment (2032)	478,000	478,000						
A/01372-10 Library Website Upgrade	130,000	130,000						
<b>Operations</b>								
A/01375-10 Equipment Replacement (2032)	506,000			506,000				
<b>Technology Services</b>								
A/01421-10 Work Order Management System Enhancements (2032)	200,000	200,000						
A/01422-10 cityONE (SAP) Enhancements (2032)	350,000	350,000						
A/01423-10 Network Equipment lifecycle/replacement (2032)	350,000	350,000						
<b>Total 2032 Capital Projects</b>	<b>\$46,794,000</b>	<b>\$18,525,900</b>	<b>\$599,400</b>	<b>\$23,369,100</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>2033 Capital Projects</b>								
<b>Engineering and Transportation Services</b>								
A/00974-40 Sanitary Sewer Model Calibration (2033)	205,700		205,700					
A/01460-40 Laneway Renewal Program (2033)	475,000	475,000						
A/01462-40 City Share - Region Projects (2033)	2,250,000	650,000		1,600,000				
A/01465-40 Bridge & Culvert Renewal (2033)	1,205,000	1,205,000						
A/01466-40 Sustainable Infrastructure Renewal (2033)	28,700,000	11,105,400		14,350,000	3,244,600			
A/01467-30 Infrastructure Design (2033)	1,205,000	401,000		804,000				
A/01468-40 Asphalt Resurfacing Program (2033)	1,055,000				1,055,000			
A/01469-40 Storm Pond Rehabilitation (2033)	965,000	965,000						
A/01470-40 Sanitary Lining Citywide (2033)	1,770,000			1,770,000				
A/01471-40 Watermain Lining Citywide (2033)	1,930,000			1,930,000				
A/01492-40 Trail Renewal (2033)	500,000	75,000	425,000					
A/01493-40 Trail Bridges (2033)	300,000	45,000	255,000					
A/01494-40 Active Transportation (2033)	400,000	60,000	340,000					
<b>Risk and Facilities</b>								
A/01485-40 Building Elements Program (2033)	1,199,900			1,199,900				
A/01486-40 Building Systems Program (2033)	1,199,900	599,900		600,000				
<b>Fire Services</b>								
A/01487-10 Fire Fleet Growth (2033)	170,000			170,000				

City of Cambridge 2024 Draft Budget and Business Plan/Capital Forecast Details

Project Description	10-Year Budget Total Cost	Capital Levy	Development Charges	Other Reserve Funds	Grants & Subsidies	Contribution from Others	Debenture	Growth Debt
<b>Idea Exchange</b>								
A/01496-10 Library Materials (2033)	109,000		109,000					
A/01497-10 Library Computer Equipment (2033)	598,000	598,000						
A/01498-40 Library HVAC Replacement (Hespeler)	363,600	363,600						
<b>Operations</b>								
A/01508-10 Equipment Replacement (2033)	945,000			945,000				
<b>Technology Services</b>								
A/01523-40 GIS Roadmap Implementation (2033)	150,000	150,000						
A/01524-40 Laptop/Desktop Replacement Lifecycle (2033)	250,000	250,000						
A/01525-40 Work Order Management System Enhancements (2033)	200,000	200,000						
A/01526-40 cityONE (SAP) Enhancements (2033)	350,000	350,000						
A/01527-40 Amanda Lifecycle Updates and System Enhancements	400,000	200,000		200,000				
A/01528-40 SharePoint Lifecycle Updates and System Enhancements	150,000	150,000						
<b>Total 2033 Capital Projects</b>	<b>\$47,046,100</b>	<b>\$17,842,900</b>	<b>\$1,334,700</b>	<b>\$23,568,900</b>	<b>\$4,299,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total 10-year Capital Projects</b>	<b>\$725,191,900</b>	<b>\$167,363,900</b>	<b>\$123,093,200</b>	<b>\$241,126,600</b>	<b>\$46,785,900</b>	<b>\$7,109,300</b>	<b>\$52,548,500</b>	<b>\$87,164,500</b>

# Appendix A - Glossary

Term	Definition
<b>Account</b>	A classification of expenditure or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned.
<b>Accrual Basis of Accounting/ Budgeting</b>	An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred (sometimes referred to as full accrual, to distinguish it from modified accrual basis accounting).
<b>Actual</b>	Actual revenue and expenditures incurred, as opposed to budgeted revenues or expenditures for the fiscal year indicated.
<b>AODA</b>	Accessibility for Ontarians with Disabilities Act is intended to reduce and remove barriers for people with disabilities so that Ontario can become more accessible and inclusive.
<b>Amanda</b>	Enterprise software supporting the City's permitting, approvals, licensing and inspection efforts.
<b>AMO</b>	Association of Municipalities of Ontario.
<b>Amortization</b>	Accounting process of allocating cost less residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use; depreciation accounting is another commonly used term.
<b>Assessment</b>	An estimate of property value that is established for real property as a basis for property taxes. The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario.
<b>Assessment Growth</b>	The increase in assessment value during the year as the result of new properties and improvements to existing properties in the City.
<b>Assessment Value</b>	Value of property as determined by the Municipal Property Assessment Corporation (MPAC). It is provided (or returned) to municipalities in December as the basis for property taxation in the following year.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix A - Glossary

Term	Definition
<b>Assets</b>	Resources owned or held by the City which have monetary value and includes such things as roads (road surface, sidewalks, curbs, bridges, culverts), water distribution system (pipes, valves, hydrants, services), sanitary collection system (pipes, pumping stations, manholes), storm water management system (pipes, ponds, manholes, catch basins), urban forestry, parks, sport fields, trails, computerized business systems, facilities, vehicles, machinery and equipment.
<b>Balanced Budget</b>	As required for Ontario municipalities under the Municipal Act, a budget that shows estimated revenues are equal to estimated spending.
<b>Base Budget</b>	The budget required to maintain service levels from one budget year to the next, before taking population growth into account.
<b>Business Case</b>	A proposal of options presented to Council for their consideration. Council will review and provide direction back to Staff (to implement).
<b>Budget</b>	A financial plan for a given fiscal year that estimates all planned revenues and expenditures for various municipal services.
<b>Budget &amp; Audit Committee</b>	Standing Committee of Council established to deliberate on the budget and financial matters of the City.
<b>Building Construction Price Index (BCPI)</b>	A measurement change over time (quarterly) in the prices that contractors charge to construct a range of new commercial, institutional, industrial and residential buildings.
<b>By-Law</b>	Municipal, local or corporate rule or regulation.
<b>Canada Community-Building Fund</b>	Formerly called the Gas Tax Fund. Share of Federal funding that is transferred to municipalities to fund local infrastructure.
<b>Canadian Union of Public Employees (CUPE)</b>	Canada's largest union, with more than 650,000 members across the country. CUPE represents workers in health care, emergency services, education, early learning and childcare, municipalities, social services, libraries, utilities, transportation, airlines and more.
<b>Capital</b>	The word capital has a specific meaning in the municipal context: it is used to describe the capital fund transactions, including both long- term expenditures and long-term financing.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix A - Glossary

Term	Definition
<b>Capital Asset</b>	An asset with a long-term nature. For budgetary purposes, a fixed asset is defined as an item whose cost exceeds \$50,000 with an expected life of more than one year.
<b>Capital Budget</b>	A multi-year plan based on the estimated expenditures and offsetting sources of financing for capital projects.
<b>Capital Expenses</b>	Monies spent for replacement, renovation or maintenance of assets, the benefits of which could spread over several years.
<b>Capital Investment Plan</b>	Please refer to the Capital Budget definition.
<b>Capital Forecast</b>	The expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.
<b>Capital Project</b>	A project with a value of more than \$50,000, incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of a fixed asset.
<b>City</b>	Corporation of the City of Cambridge.
<b>Community Grants Program</b>	The Community Grants program provides financial support to volunteer and/or not-for-profit organizations in the community to deliver programs or services that benefit the quality of life of Cambridge residents.
<b>Consumer Price Index (CPI)</b>	An estimate published by Statistics Canada that measures changes in the price level of consumer goods and services purchased by a typical household. Also known as inflation.
<b>Contingency</b>	An appropriation of funds available to mitigate unforeseen events that may occur during the fiscal year.
<b>Contract Services</b>	Cost of services which have been purchased on a contract basis such as road maintenance, tree planting, snow removal and consulting services such as auditors, architects, and consultants.
<b>Core Areas Community Improvement Plan (CIP) Program</b>	Core Areas Community Improvement Plan (CIP) programs and initiatives facilitate the planning and financing of development activities that effectively use, reuse and revitalize lands, buildings and infrastructure. They prioritize municipal investment and are intended to stimulate private sector investment, property maintenance and revitalization within the project areas.

Term	Definition
<b>Corporate Leadership Team (CLT)</b>	Lead by the City Manager, this team is the body of administration where corporate priorities are set and new corporate initiatives are developed.
<b>Council</b>	The governing body for the City of Cambridge comprised of the Mayor and 8 Councillors.
<b>CUPE</b>	See Canadian Union of Public Employees.
<b>Debenture (or debt)</b>	A debt instrument promising to pay back borrowed money by a specified date, normally with periodic payments of principal and interest. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets. As per the Municipal Act, 2001, for the City of Cambridge, debentures would be issued by the Region of Waterloo.
<b>Debt Charges</b>	Amount of principal and interest payments on borrowed funds.
<b>Deficit</b>	Excess expenditures over revenues.
<b>Department</b>	A business unit of the City that has overall management responsibility for operations within certain functional areas. Departments are further subdivided into divisions.
<b>Depreciation</b>	An accounting and finance term for the method of attributing the cost of an asset across the useful life of the asset in order to match expenses with revenues.
<b>Development Charges (DC's)</b>	A fee charged to new development, under the Development Charges Act, to finance the cost of new growth-related capital facilities and infrastructure required to satisfy increased servicing needs.
<b>Discretionary Reserve Funds</b>	Created at Council's discretion and earns interest.
<b>Division</b>	A unit within a department that has overall management responsibility of a functional area.
<b>Environmental Assessment (EA)</b>	A process to predict the effects of proposed initiatives on the environment.
<b>Expenditure</b>	The disbursement of appropriated funds to purchase goods and/or services.
<b>External Funding</b>	Financing from sources external to the City such as regional, provincial or federal funding and grant subsidies.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix A - Glossary

Term	Definition
<b>External Transfers</b>	Funding granted by the City to external organizations.
<b>Fines, Penalties &amp; Interest</b>	Revenues that are used to lower the property taxes raised on the tax-supported operating budget. The majority of this revenue is from parking enforcement and penalties and interest on taxation revenue.
<b>Fleet</b>	A collective group of vehicles owned and operated by the City.
<b>Forecast</b>	The projection of revenues and expenditures for future years.
<b>Full-time Equivalent (FTE)</b>	A measure of staffing equivalent to that produced by one person working full time for one year.
<b>Fund</b>	A sum of money set aside for a specified purpose.
<b>Fund Transfers</b>	Contributions from reserves, reserve funds, and capital for various projects.
<b>Gas Tax</b>	Former name of the Canada Community-Building Fund. Share of Federal funding that is transferred to municipalities to fund local infrastructure.
<b>GIS</b>	Geographic Information System.
<b>Grant</b>	A financial contribution to or from governments to support a particular function, service, or program.
<b>Grants &amp; Government Transfers</b>	Funding received from the federal or provincial governments to support City programs or projects.
<b>Gross Expenditures</b>	Total expenditures of the City prior to the netting of any external revenues and/or recoveries.
<b>IDEA Exchange</b>	Idea Exchange is a municipal tax-supported institution operating under the Public Libraries Act and administered by a volunteer board of Cambridge residents. Board members are appointed for four year terms which are concurrent with the term of City Council.
<b>Inflation</b>	See Consumer Price Index.
<b>Infrastructure</b>	The system of public works in the City, consisting of immovable physical assets, that delivers an essential public service (e.g. road network, water and sewer systems, trails and facilities).
<b>Infrastructure Gap</b>	The difference between capital investment needs and past/current expenditures.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix A - Glossary

Term	Definition
<b>Infrastructure Levy</b>	A portion of property taxes collected for the purpose of funding repair and replacement of city assets.
<b>Internal Recoveries</b>	Corporate overhead recovery based on direct costs.
<b>Investment Income</b>	Interest received from investments.
<b>Key Performance Indicators (KPIs)</b>	Refer to a set of quantifiable measurements used to gauge the City's overall long-term performance. KPIs specifically help determine a company's strategic, financial, and operational achievements and can be used to compare to other Municipalities.
<b>Life Cycle</b>	The lifespan or longevity of an asset.
<b>Municipal Act</b>	Provincial legislation that sets out rules for Ontario municipalities and recognizes them as a responsible and accountable level of government. The act gives municipalities broad powers to pass bylaws and govern within their jurisdiction.
<b>Net Expenditure</b>	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.
<b>Obligatory Reserve Funds</b>	Created by legislation or agreements to accumulate funds to be used for a designated purpose.
<b>Official Plan</b>	A policy document which sets out the goals, objectives and direction for long term growth and development in the City; required by the provincial Planning Act.
<b>Official Plan Amendment</b>	Document outlining amendments to the City's official plan; required where new zoning or land usage does not conform to the Official Plan.
<b>Operating Budget</b>	The annual Council approved financial plan which outlines proposed expenditures, revenues, staffing levels and service levels for operations of the City for the upcoming fiscal year.
<b>Operating Impact from Capital</b>	Operating costs of new capital assets as they come into service, including salaries, debt service and contract costs, and contribution to reserves.
<b>Operations Management Team (OMT)</b>	OMT is the body of the administration responsible for executing the operational portions of corporate initiatives, under the direction of SMT, to whom it is accountable.

Term	Definition
<b>Other Revenues</b>	This category includes things such as lease agreements and other miscellaneous revenues.
<b>Own Source Revenues</b>	Revenue that a municipal government raises through its own sources, including property taxes and user charges, but excluding grants or government funding.
<b>Payment in Lieu of Taxes</b>	Set amount of funding paid for by hospitals, universities and colleges located in the municipality, to compensate for municipal services; rate established by the province.
<b>Program</b>	A specific service and service level mandated by legislation or City Council.
<b>Public Sector Accounting Board (PSAB)</b>	The Public Sector Accounting Board serves the public interest by setting standards and providing guidance for financial and other performance information reported by the public sector.
<b>Rehabilitation</b>	A process of restoring infrastructure to a better condition, thereby extending the useful life of the asset.
<b>Rents and Financial Expenses</b>	Costs in this category include insurance, the tax incentive grant to support brownfield development in the city's core areas, lease agreements, and property taxes for non-exempt properties owned by the City.
<b>Replacement Cost</b>	The cost to replace an asset on the basis of current prices (cost); unrelated to the original asset cost.
<b>Reserve</b>	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund.
<b>Reserve Fund</b>	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.
<b>Restatement</b>	Budget restatements occur after a change in allocation of revenue or expenses has occurred. This could include such things as a reorganization of City departments or divisions.
<b>Revenue</b>	Income received by the City for the fiscal year; includes tax revenues, user fees, transfers from reserves and interest income.

Term	Definition
<b>Salaries &amp; Benefits</b>	This category consists of compensation for all employees such as salaries, benefits, service pay, overtime, and applicable allowances.
<b>Senior Management Team (SMT)</b>	SMT is the body of the administration responsible for implementing corporate priorities and initiatives and providing input on same to CLT, to whom it is accountable.
<b>SharePoint</b>	A document management system used to securely store, organize, share, and access information.
<b>Strategic Plan</b>	A document outlining a framework that will help set the stage for priority setting, decision making, and ongoing performance management. The document outlines the goals and objectives to be undertaken that will increase the City's effectiveness in attaining its vision, mission, and values.
<b>Supplementary Taxes</b>	Property taxes collected on new assessment not previously identified by Municipal Property Assessment Corporation (MPAC).
<b>Surplus</b>	The excess of actual revenue over operating expenditures incurred during a budget period. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
<b>Tax Increment Grant Program (TIG)</b>	The TIG Program provides tax grants to help property owners with the remediation and redevelopment of contaminated sites. This program provides a grant equal to the full amount, or a portion of the amount, of the property tax increase after a property is redeveloped and reassessed. The City uses the difference in taxes between the pre-remediated and redeveloped site to provide a grant to the applicant for some costs related to environmental remediation.
<b>Tax Levy</b>	The amount of property tax, in dollars, which must be raised by the City's taxpayers.
<b>Tax Rate</b>	A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.
<b>Transfer from Reserves</b>	Transfers from City reserves and reserve funds to cover the cost of current operating expenses or to fund capital.
<b>User Fees &amp; Charges</b>	Fees paid by individuals or organizations to the City for the use of City's facilities (e.g. recreation fees, cultural venue ticket sales) or for provision of municipal services (e.g. planning, engineering & design fees).

# | Appendix B - Business Improvement Areas Budget

## Downtown BIAs - Business Improvement Area

### SUMMARY

The City of Cambridge has three Business Improvement Areas (BIAs) located within the three Core Areas of Cambridge. The BIA is funded by a mandatory tax levy paid by owners of all properties designated as industrial or commercial within the BIA boundaries. Property owners distribute BIA levy fees to tenants at their discretion. There is no additional fee for business operators to be BIA members.

### DESCRIPTION

A Business Improvement Area (BIA) is an association of business people within a specified district who join together, with official approval of the City, in a self-help program aimed at stimulating local business. The BIA area is defined by the Council approved by-laws.

### CORE SERVICES

Through an elected Board of Managers, BIAs develop and carry out programs to improve, beautify and market their area. BIAs ensure that the public view these areas as attractive, pleasant places to shop, have fun, work and live. They promote the businesses in the BIA area and bring in customers. BIA programs include but are not limited to:

- Liaising and consulting with the Council and staff of the City of Cambridge, providing assistance and input from the Board and BIA members regarding City programs, planning issues, services, by-laws, activities and initiatives impacting its members and the BIAs;
- Representing the opinions and expectations of its membership;
- Communicating with members to keep them informed and canvas the membership when appropriate and practical for input and participation;
- Communicating with the other Cambridge BIAs';
- Reviewing and implementing marketing efforts and initiatives to promote the BIAs;
- Participating and encouraging events in the BIAs;
- Promoting open communication in particular with the City, the membership, event partners, the Cambridge business community and the public;
- Enhancing the streetscape and beautification of the BIAs.



# PRESTON TOWNE CENTRE

## BUSINESS IMPROVEMENT AREA

Revenue	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Associate Memberships	\$ -		\$ -	
BIA Levy	\$ 71,900	\$ 77,400	\$ 5,500	10% levy increase.
City Cost-Sharing Contribution	\$ 7,000	\$ 7,000	\$ -	
Contribution from Accumulated Surplus Reserves	\$ -		\$ -	
Grants	\$ 5,000		\$ (5,000)	Reduced grants offset by increased HST rebate below.
HST Rebate	\$ -	\$ 5,000	\$ 5,000	HST rebate is available.
Other Revenue (Sponsorships, Donations, City Support, etc.)	\$ -		\$ -	
<b>Total Revenue</b>	<b>\$ 83,900</b>	<b>\$ 89,400</b>	<b>\$ 5,500</b>	

Expenditures				
	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Administration	\$ 14,500	\$ 21,900	\$ 7,400	Increase due to additional work required.
Cost-Sharing Capital Project	\$ 14,000	\$ 14,000	\$ -	
Marketing & Advertising	\$ 29,600	\$ 28,000	\$ (1,600)	Projected cost of all events currently scheduled.
Provision for Tax Appeal Expenditures & Write Off	\$ 2,500	\$ 2,000	\$ (500)	No write off expected.
Security Services	\$ -		\$ -	
Special Events & General Sponsorships	\$ 11,300	\$ 12,000	\$ 700	Additional event requests.
Streetscaping & Maintenance	\$ 12,000	\$ 11,500	\$ (500)	Decrease due to combined streetscaping and maintenance line.
<b>Total Expenditures</b>	<b>\$ 83,900</b>	<b>\$ 89,400</b>	<b>\$ 5,500</b>	
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



# HESPELER VILLAGE

## BUSINESS IMPROVEMENT AREA

Revenue	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Associate Memberships	\$ 450	\$ 150	\$ (300)	
BIA Levy	\$ 18,590	\$ 20,449	\$ 1,859	10% levy increase.
City Cost-Sharing Contribution	\$ 4,500	\$ 4,500	\$ -	
Contribution from Accumulated Surplus Reserves	\$ 4,500	\$ 4,500	\$ -	
Grants		\$ -	\$ -	
HST Rebate	\$ 1,500	\$ -	\$ (1,500)	To reflect decrease in rebate.
Other Revenue (Sponsorships, Donations, City Support, etc.)	\$ 6,000	\$ 15,965	\$ 9,965	Additional #WalkQueen Sponsorships.
<b>Total Revenue</b>	<b>\$ 35,540</b>	<b>\$ 45,564</b>	<b>\$ 10,024</b>	

Expenditures				
	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Administration	\$ 7,143	\$ 7,101	\$ (42)	
Cost-Sharing Capital Project	\$ 9,000	\$ 9,000	\$ -	
Marketing & Advertising	\$ 3,307	\$ 3,459	\$ 152	
Provision for Tax Appeal Expenditures & Write Off	\$ 920	\$ 2,745	\$ 1,825	Internal adjustment for levies collected.
Special Events & General Sponsorships	\$ 8,975	\$ 12,859	\$ 3,884	To reflect increased #WalkQueen Activities.
Streetscaping & Maintenance	\$ 6,195	\$ 10,400	\$ 4,205	To reflect increased seasonal lighting costs.
<b>Total Expenditures</b>	<b>\$ 35,540</b>	<b>\$ 45,564</b>	<b>\$ 10,024</b>	
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	



# DOWNTOWN CAMBRIDGE

## BUSINESS IMPROVEMENT AREA

Revenue	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Associate Memberships	\$ 4,000	\$ 4,000	\$ -	
BIA Levy	\$ 193,193	\$ 212,512	\$ 19,319	10% levy increase.
City Cost-Sharing Contribution	\$ 9,000	\$ 9,000	\$ -	
Contribution from Accumulated Surplus Reserves		\$ 6,520	\$ 6,520	To meet projected commitments.
Grants			\$ -	
HST Rebate	\$ 16,000	\$ 18,000	\$ 2,000	To reflect increase in rebate.
Other Revenue (Sponsorships, Donations, City Support, etc.)	\$ 7,291	\$ 7,291	\$ -	
<b>Total Revenue</b>	<b>\$ 229,484</b>	<b>\$ 257,323</b>	<b>\$ 27,839</b>	

Expenditures				
	2023 Approved Budget	2024 Budget	Change Over 2023 Budget	Explanation for changes
Administration	\$ 114,820	\$ 144,885	\$ 30,065	Contracted staff increase for additional work.
Cost-Sharing Capital Project	\$ 18,000	\$ 18,000	\$ -	
Marketing & Advertising	\$ 38,164	\$ 30,888	\$ (7,276)	Social media to be managed by staff, offset to Administration above.
Provision for Tax Appeal Expenditures & Write Off	\$ 5,000	\$ 5,000	\$ -	
Special Events & General Sponsorships	\$ 23,000	\$ 17,750	\$ (5,250)	Reallocated funds. More emphasis on sponsorship.
Streetscaping & Maintenance	\$ 30,500	\$ 40,800	\$ 10,300	Includes increase in The Galtway maintenance, cost for lights and road closures.
<b>Total Expenditures</b>	<b>\$ 229,484</b>	<b>\$ 257,323</b>	<b>\$ 27,839</b>	
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

# Appendix C - External Funding

External Funding Description	2023 Budget (\$)	2024 Budget (\$)
<b>Multi-Year Approved Funding Agreements</b>		
Waterloo Region Economic Development Corporation	320,000	420,000
Chamber/Visitor Information	167,500	48,100
WLU Capstone	10,000	10,000
Queens Square Christmas Tree	1,100	1,100
Celebrations of Women	3,000	3,000
<b>Total Multi-Year Approved Funding Agreements</b>	<b>\$ 501,600</b>	<b>\$ 482,200</b>
<b>Community Grants Program</b>		
<b>Total Community Grants Program Funding Available</b>	<b>\$ 339,800</b>	<b>\$ 414,800</b>
<b>Other External Funding</b>		
Neighbourhood Association Assistance	1,235,800	1,235,800
Waterloo Region Tourism Marketing Corporation	91,800	91,800
Grants - Heritage	30,000	30,000
Downtown BIAs	49,600	49,600
Environmental Projects	9,800	9,800
Fire Hall Museum	27,700	-
Waterloo Region Police School Safety Patrollers	4,700	4,700
Community Outdoor Rinks	1,200	1,200
Donation from State of City revenues	1,000	1,000
St Lukes Place EPC	21,900	21,900
Fairview Mennonite Home EPC	15,600	15,600
Waterloo Region Small Business Centre	14,300	14,500
Communitech	5,000	5,500
Commitment towards Climate Change	107,700	108,000
Hospital funding for MRI Machine	100,000	-
<b>Total Other External Funding</b>	<b>\$ 1,716,100</b>	<b>\$ 1,589,400</b>
<b>Total External Funding</b>	<b>\$ 2,557,500</b>	<b>\$ 2,486,400</b>

# | Appendix D - Consolidated Budget

## BASIS OF ACCOUNTING / BUDGETING

The operating budget is prepared to align with the corporate structure, showing the budget by division and department. The water utility budget is separated from the operating budget to align the budgets with the individual bills that every property receives from the City: the tax bill (tax-supported operating budget) and the water bill (water utility budget).

Combining these two budgets shows the total expenses and revenues of the city, referred to as the consolidated budget. Additionally, the budget for Idea Exchange is also fully consolidated into the City's budget. The consolidated budget is presented using the groupings from annual audited financial statements to best compare to year-end actual results.

The City uses an accrual basis for budgeting that reports income when earned and expenses when incurred, matching income with their related expenses. In addition, the budget is prepared based on the requirements of the Municipal Act, 2001, which differs from the City's audited financial statements that are prepared under Public Sector Accounting Board (PSAB) guidelines for financial statement presentation. Those differences are:

- Including all transfers to and from reserves and reserve funds
- Including debt principal payments
- Including dividends from GrandBridge Energy
- The treatment of non-capital expenses included in the capital budget but excluded in the operating budget
- Depreciation of tangible capital assets is excluded from the City's operating budget, as allowed under Ontario Regulation 284/09
- The actuarial cost of post-employment benefits is excluded from the City's operating budget, as allowed under Ontario Regulation 284/09

City of Cambridge 2024 Draft Budget and Business Plan/Appendix D - Consolidated Budget

CONSOLIDATED OPERATING BUDGET	2022 ACTUALS	2023 FORECAST	2023 BUDGET RESTATED	2024 BUDGET	CHANGE OVER 2023 BUDGET
<b>Revenue Summary</b>					
Taxation	\$ 103,237,789	\$ 111,140,300	\$ 109,280,000	\$ 119,322,450	9.2%
User fees and charges	90,860,368	93,372,173	93,647,700	99,649,200	6.4%
Penalties and interest on taxes	2,819,859	3,098,000	2,550,000	2,800,000	9.8%
Investment income	2,487,404	2,879,100	2,079,100	2,398,300	15.4%
Fines	456,637	874,000	714,000	831,000	16.4%
Government transfers - Canada	526,168	180,000	162,800	162,800	0.0%
Government transfers - Ontario	1,442,255	1191,652	1,156,700	1,153,300	-0.3%
Deferred revenue earned	2,428,700	2,413,500	6,759,100	7,123,300	5.4%
Land sales and other	3,745,960	662,000	564,000	605,900	7.4%
Contributions from reserves and reserve funds	10,354,124	6,385,601	5,822,000	5,192,200	-10.8%
Dividend from GrandBridge Energy	4,117,186	3,542,400	3,542,400	4,235,300	19.6%
<b>Budgeted Revenues</b>	<b>\$ 222,476,450</b>	<b>\$ 225,738,726</b>	<b>\$ 226,277,800</b>	<b>\$ 243,473,750</b>	<b>7.6%</b>
<b>Expenditure Summary</b>					
General government	\$ 28,966,814	\$ 29,564,100	\$ 28,813,900	\$ 32,255,650	11.9%
Protection to persons and property	33,916,668	35,781,100	35,194,200	37,453,000	6.4%
Transportation services	14,899,541	15,771,621	15,656,400	16,608,100	6.1%
Environmental services	56,618,942	62,430,922	62,110,100	65,603,900	5.6%
Health services	1,690,328	1,757,700	1,699,500	2,195,600	29.2%
Social and family services	1,634,133	1,889,235	2,082,000	2,174,200	4.4%
Recreation and cultural services	27,343,756	31,980,925	32,155,600	35,198,200	9.5%
Planning and development	8,293,958	6,481,450	6,403,700	6,962,600	8.7%
Contribution to reserves and reserve funds	32,943,954	32,220,400	30,909,700	34,145,600	10.5%
Debt principal repayments	5,631,761	5,699,200	11,252,700	10,876,900	-3.3%
<b>Budgeted Expenditures</b>	<b>\$ 211,939,855</b>	<b>\$ 223,576,653</b>	<b>\$ 226,277,800</b>	<b>\$ 243,473,750</b>	<b>7.6%</b>

City of Cambridge 2024 Draft Budget and Business Plan/Appendix D - Consolidated Budget

RECONCILIATION TO ANNUAL FINANCIAL STATEMENTS	2022 ACTUALS	2023 FORECAST	2023 BUDGET RESTATED	2024 BUDGET
Budgeted Revenues	\$ 222,476,450	\$ 225,738,726	\$ 226,277,800	\$ 243,473,750
Budgeted Expenditures	211,939,855	223,576,653	226,277,800	243,473,750
<b>Budgeted surplus (deficit)</b>	<b>\$ 10,536,595</b>	<b>\$ 2,162,073</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Remove from budget:</b>				
Contributions from reserves and reserve funds	\$ (10,354,124)	\$ (6,385,601)	\$ (5,822,000)	\$ (5,192,200)
Dividend from GrandBridge Energy	(4,117,186)	(3,542,400)	(3,542,400)	(4,235,300)
Contribution to reserves and reserve funds	32,943,954	32,220,400	30,909,700	34,145,600
Debt principal repayments	5,631,761	5,699,200	11,252,700	10,876,900
<b>Add to budget:</b>				
Amortization of tangible capital assets*	(24,319,309)	(24,319,309)	(24,319,309)	(24,319,309)
Non-tangible capital asset expenditures*	(6,616,040)	(6,616,040)	(6,616,040)	(6,616,040)
Unfunded accrual for employee future benefit obligation*	(3,667,385)	(3,667,385)	(3,667,385)	(3,667,385)
	<b>\$ (10,498,328)</b>	<b>\$ (6,611,135)</b>	<b>\$ (1,804,734)</b>	<b>\$ 992,266</b>
<b>Net revenues (expenses) before other income per financial statements</b>	<b>\$ 38,266</b>	<b>\$ (4,449,062)</b>	<b>\$ (1,804,734)</b>	<b>\$ 992,266</b>

\*Unbudgeted amounts shown are based on 2022 Actuals.

# Appendix E - 2024 Capital Project Detail Sheets

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00460-40 Heritage Restore - Cambridge Community Theatre		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	31 March 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 705</b>			

## Project Details

Project Description
This funding addresses heritage restoration of designated or identified heritage assets. Brick replacement, repointing and restoration of doorsills and frames to be completed on south elevation. North, east and west elevation heritage restoration completed in previous years.
Project Justification
Restoration of the south elevation needs to be done to prevent further deterioration of this designated heritage building.

## Capital Project Budget

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	152,000	152,000				
Contribution to Reserve Funds	1,700	1,700				
Professional Services	20,000	20,000				
<b>Expenditures Total</b>	<b>173,700</b>	<b>173,700</b>				
<b>Funding</b>						
Capital Levy	173,700	173,700				
<b>Funding Total</b>	<b>173,700</b>	<b>173,700</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00460-40 Heritage Restore - Cambridge Community Theatre
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00463-41 Recreation Complex - Construction		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	New Facility	<b>Project Start Date</b>	01 March 2024
<b>Department</b>		<b>Project Completion Date</b>	30 December 2026
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Recreation & Culture
<b>Service Portfolio</b>	Portfolio: Recreation & Culture		
<b>Strategic Action</b>	Strategic Action: Create and activate spaces that offer things for people to do		
<b>PRIORITY RANKING SCORE: 880</b>			

**Project Details**

**Project Description**  
This project is to construct a large multi-purpose sport and recreation complex and Idea Exchange location consisting of a triple gymnasium, a ten lane 25m pool, a leisure pool and a therapy pool, a fitness track, program rooms and Idea Exchange location.

**Project Justification**  
The City has invested considerable time and resources investigating and developing a plan to address community recreational facility needs including a feasibility study, a facility needs analysis, a citizen's task force and a multiplex task force that developed a concept plan approved by City Council. Idea Exchange Board and Council has also approved location for new Idea Exchange location integrated with Rec. Complex.

**Capital Project Budget**

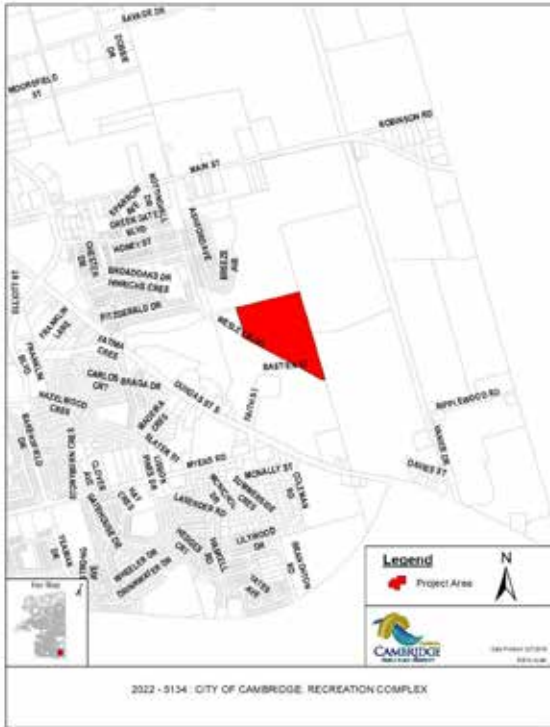
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	92,742,300	92,742,300				
Internal Charges / Wages	1,153,000	1,153,000				
Other Costs	3,149,400	3,149,400				
Contingency	5,258,300	5,258,300				
<b>Expenditures Total</b>	<b>102,303,000</b>	<b>102,303,000</b>				
<b>Funding</b>						
Development Charges	35,104,300	35,104,300				
Debenture	20,610,500	20,610,500				
Growth Debt	46,588,200	46,588,200				
<b>Funding Total</b>	<b>102,303,000</b>	<b>102,303,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	10,638,900		5,739,600	4,256,400	422,900	220,000
<b>Gross Revenues</b>	6,711,900		3,738,400	3,138,200	(164,700)	

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00463-41 Recreation Complex - Construction
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00469-40 Lions Can Amera Splashpad Design and Build		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Parks Expansion	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 685</b>			

**Project Details**

**Project Description**  
The installation of a brand new spray pad at Lions Can Amera Park on Saginaw Parkway; east of the washroom building to service this high population area and address the needs of a growing area due to the Saginaw Golf Course redevelopment.

**Project Justification**  
Currently, the busiest and largest park within North Galt does not provide a splash pad. The park serves a very large population of young families and has many young children in the area. It will soon also service the added Saginaw Golf Course Subdivision. The installation of a splash pad will address the deficiencies in the area of the Can Amera Park community. The park is well suited to such as it already has a very large play structure, a washroom building, is located within an appropriate distance to water and sewer services, and has available parking nearby.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	646,000	646,000				
Professional Services	111,000	111,000				
Contingency	103,000	103,000				
<b>Expenditures Total</b>	<b>860,000</b>	<b>860,000</b>				
<b>Funding</b>						
Development Charges	860,000	860,000				
<b>Funding Total</b>	<b>860,000</b>	<b>860,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	89,400		89,400			

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/00469-40 Lions Can Amers Splashpad Design and Build
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00469-40 Lions Can Amersa Splashpad Design and Build
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00477-40 Library Roof Replace - Queen Square (92)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 October 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 680</b>			

**Project Details**

**Project Description**

Replace the roof membrane over the 1992 addition.

**Project Justification**

Based on a 2021 roof condition assessment, this membrane roof has reached life expectancy and should be replaced. The roof has been repaired many times over the past few years and continues to leak in various areas. Creates public value through responsible management of building assets.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	398,900	398,900				
Contribution to Reserve Funds	4,100	4,100				
Contingency	15,000	15,000				
<b>Expenditures Total</b>	<b>418,000</b>	<b>418,000</b>				
<b>Funding</b>						
Capital Levy	418,000	418,000				
<b>Funding Total</b>	<b>418,000</b>	<b>418,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00492-40 Blackbridge Rd and Bridge Reconstruction		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	AM2096
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Strategic Action: Enhance opportunities to enjoy built and natural heritage		
<b>PRIORITY RANKING SCORE: 780</b>			

**Project Details**

**Project Description**  
Construction of new Black Bridge over Speed River, and Improvements/Renewal of Blackbridge Road from Baldwin Drive to Townline Road. Project includes upgrades to the existing heritage bridge structure and conversion to multi-use trail.

**Project Justification**  
Bridge and road improvements to support growth and structural deterioration and limitations of existing bridge. Improvements to be carried out in accordance with the Blackbridge Road Class Environmental Assessment.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	18,000,000	18,000,000				
Professional Services	2,600,000	2,600,000				
<b>Expenditures Total</b>	<b>20,600,000</b>	<b>20,600,000</b>				
<b>Funding</b>						
Debenture	6,863,000	6,863,000				
Growth Debt	13,737,000	13,737,000				
<b>Funding Total</b>	<b>20,600,000</b>	<b>20,600,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	2,375,000		2,375,000			
<b>Gross Revenues</b>	1,102,300		1,102,300			

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00492-40 Blackbridge Rd and Bridge Reconstruction
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00553-30 Heritage Reno - Hespeler Town Centre - Design		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 June 2025
		<b>Department Reference #</b>	OnPoint
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 705</b>			

**Project Details**

**Project Description**

This funding addresses heritage restoration of designated or identified as heritage assets. Estimate for Hespeler Town Centre restoration done by Robyn Huether Architect. Scope of work: Masonry work includes 100% brick wall repointing, stone base, cast stones and damaged brick replacements. Windows: window restoration including painting, restoration of existing storm windows, new storm windows and recaulking all windows. Painting cast stones, sills, columns, wood door, bars at grade windows. New concrete stairs with railings.

**Project Justification**

Critical projects; preservation, rehabilitation and restoration of this heritage designated building to safeguard the character defining elements retaining its heritage value and extending its physical life. Not doing any heritage preservation will increase deterioration of this important heritage building for the City.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	300,000	300,000				
<b>Expenditures Total</b>	<b>300,000</b>	<b>300,000</b>				
<b>Funding</b>						
Capital Levy	300,000	300,000				
<b>Funding Total</b>	<b>300,000</b>	<b>300,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/00553-30 Heritage Reno - Hespeler Town Centre - Design
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/00553-30 Heritage Reno - Hespeler Town Centre - Design
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00570-30 Infrastructure Design (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 705</b>			

**Project Details**

**Project Description**  
Project is to complete infrastructure/road designs for subsequent years. The purpose of the program is to have designs completed well in advance of construction schedule in order to ensure spring start-up.

**Project Justification**  
Infrastructure design work is part of the process to deliver road and underground infrastructure renewal projects. A 'Shovel ready' project improves accessibility to any future grant programs, ensure spring start-up and receive early competitive quotes. This is the first of four phases which will transition this activity from capital to operating budgets in the future.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	536,000	536,000				
<b>Expenditures Total</b>	<b>536,000</b>	<b>536,000</b>				
<b>Funding</b>						
Capital Levy	166,000	166,000				
Other Reserve Funds	370,000	370,000				
<b>Funding Total</b>	<b>536,000</b>	<b>536,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00571-30 East Side Middle Block Rd Design (Fountain to NS Collector)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Design	<b>Project Start Date</b>	30 September 2024
<b>Department</b>		<b>Project Completion Date</b>	30 September 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 670</b>			

**Project Details**

**Project Description**  
Design of the road reconstruction including upgrading to an urban cross-section from Fountain Street to the N-S Collector Road (Intermarket Rd) and design of watermain and storm sewer. Cost of all local services will be paid by developer, as per Local Services Policy.

**Project Justification**  
As per the East Side Lands Stage 1 Master Environmental Servicing Plan to support development. Project is included in the 2019 DC Bylaw and Background Study.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	670,700	670,700				
<b>Expenditures Total</b>	<b>670,700</b>	<b>670,700</b>				
<b>Funding</b>						
Capital Levy	49,100	49,100				
Development Charges	621,600	621,600				
<b>Funding Total</b>	<b>670,700</b>	<b>670,700</b>				

City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/00571-41 Middle Block Road Trunk Sanitary Sewer					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Infrastructure Development	<b>Project Start Date</b>	01 February 2024			
<b>Department</b>		<b>Project Completion Date</b>	22 November 2024			
		<b>Department Reference #</b>				
		<b>Project Manager</b>	Development Engineering			
<b>Service Portfolio</b>	Portfolio: Engineering					
<b>Strategic Action</b>	Core Capital Project					
<b>PRIORITY RANKING SCORE: 695</b>						
Project Details						
<b>Project Description</b>						
Design and construction of a trunk sanitary sewer on Middle Block Road from Fountain Street to the N-S Collector as part of the servicing of the East Side Lands. Conceptual design completed through various supporting servicing strategies. Trunk sanitary sewer over-sizing costs to be contributed by the Region/Township.						
<b>Project Justification</b>						
As per the East Side Lands Stage 1 Master Environmental Servicing Plan to support development. Project is included in the 2019 DC Bylaw and Background Study.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Construct/Implement	2,928,000	2,928,000				
Professional Services	25,000	25,000				
<b>Expenditures Total</b>	<b>2,953,000</b>	<b>2,953,000</b>				
<b>Funding</b>						
Development Charges	2,082,800	2,082,800				
Contribution from Others	870,200	870,200				
<b>Funding Total</b>	<b>2,953,000</b>	<b>2,953,000</b>				
Operating Impact						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Gross Expenses</b>	22,300		22,300			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00588-40 Playground Replacement - Stirling MacGregor Park		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Renewal	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 August 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

The replacement of the existing playground at Stirling MacGregor Park. Playground surfacing will be upgraded with an engineered wood fibre surfacing.

**Project Justification**

The replacement structure will meet current CSA Z614-14 Standards and accessibility requirements. It will also reduce injury risks and alleviate maintenance difficulties due to now unavailable parts supply. This installation will also afford the residents in the South West area of Cambridge a well designed and currently compliant play structure that can be properly maintained.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	219,800	219,800				
Contribution to Reserve Funds	2,200	2,200				
<b>Expenditures Total</b>	<b>222,000</b>	<b>222,000</b>				
<b>Funding</b>						
Capital Levy	222,000	222,000				
<b>Funding Total</b>	<b>222,000</b>	<b>222,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00588-40 Playground Replacement - Stirling MacGregor Park
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00590-10 Bunker Gear Phase 1		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	01 May 2024
<b>Department</b>		<b>Project Completion Date</b>	01 September 2024
		<b>Department Reference #</b>	24Q001
		<b>Project Manager</b>	Admin Fire Services
<b>Service Portfolio</b>	Portfolio: Emergency Services		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 625</b>			

**Project Details**

**Project Description**

This is the first phase of a five-year replacement program of fire fighter bunker gear (protective clothing). It is a health & safety requirement.

**Project Justification**

Mandate requirement 1851 NFPA Standard. This standard establishes requirements for the selection, care, and maintenance of firefighting protective ensembles to reduce health and safety risks associated with improper maintenance, contamination, or damage. Requirements apply to structural and proximity firefighting protective ensembles and individual ensemble elements, including garments, helmets, gloves, footwear, and interface components. Criteria cover selection, inspection, cleaning and decontamination, repair, storage, retirement, disposition, special incident procedures, verification, and test procedures.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	264,000	264,000				
<b>Expenditures Total</b>	<b>264,000</b>	<b>264,000</b>				
<b>Funding</b>						
Capital Levy	264,000	264,000				
<b>Funding Total</b>	<b>264,000</b>	<b>264,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00594-10 Library Materials (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Improvement	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 September 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 595</b>			

**Project Details**

**Project Description**

Purchase of library materials for lending to the public including new books, CDs and DVDs.

**Project Justification**

Annual project funded by Development Charges to provide new print and audio visual material to compensate for population growth. Creates public value through investing in community engagement and collaboration by providing a wide variety of materials for the public.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	109,000	109,000				
<b>Expenditures Total</b>	<b>109,000</b>	<b>109,000</b>				
<b>Funding</b>						
Development Charges	109,000	109,000				
<b>Funding Total</b>	<b>109,000</b>	<b>109,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00595-10 Library Computer Equipment (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
Replacement of library IT infrastructure, RFID equipment, computer equipment and software used by staff and the public including firewall upgrades and disaster recovery system.

**Project Justification**  
Upgrades and replacements to computer equipment, servers and software for both staff and the public based on standard life spans. This annual project is necessary to maintain existing service levels and security expectations. Creates public value by encouraging a culture of innovation for ongoing renewal of city resources.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	503,000	503,000				
<b>Expenditures Total</b>	<b>503,000</b>	<b>503,000</b>				
<b>Funding</b>						
Capital Levy	503,000	503,000				
<b>Funding Total</b>	<b>503,000</b>	<b>503,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00598-30 Bridge & Culvert Design		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	30 June 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 710</b>			

**Project Details**

**Project Description**

Design of deck waterproofing at three culvert locations: BB10003 ELGIN ST. S , BB10004 CHAMPLAIN BLVD , BB10013 DUNBAR ROAD. Design of Channel Lining for BB10171. Design of Sidewalk/Barrier Wall of BB10017. Bridge/culverts undergo a legislated detailed bridge inspection every two years. Replacement and renewal of bridge/culvert is planned as per short and long-term repair needs identified during bi-annual inspections.

**Project Justification**

Bridges and culverts are key elements of the transportation and drainage infrastructure. Unsafe bridges and poor drainage are significant risk to daily commuters and residents and may cause flooding during storm events.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	250,000	250,000				
<b>Expenditures Total</b>	<b>250,000</b>	<b>250,000</b>				
<b>Funding</b>						
Capital Levy	250,000	250,000				
<b>Funding Total</b>	<b>250,000</b>	<b>250,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00612-40 Playground Replacement - Sault Park		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Renewal	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	31 October 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

The replacement of a no longer CSA Z614-14 compliant play structure, with a new structure with a few accessible components to help meet accessibility requirements. Playground surfacing will also be upgraded with an accessible engineered wood fibre surfacing making it more accessible.

**Project Justification**

The replacement structure will meet current CSA Z614-14 Standards and some accessibility requirements. It will also reduce current injury risks and alleviate maintenance difficulties due to now unavailable parts supply. This installation will also afford the residents in the North East area of Cambridge a well designed and currently compliant play structure that can be properly maintained. A larger play structure is needed due to the high number of children in this area.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	227,700	227,700				
Contribution to Reserve Funds	2,300	2,300				
<b>Expenditures Total</b>	<b>230,000</b>	<b>230,000</b>				
<b>Funding</b>						
Capital Levy	125,400	125,400				
Grants & Subsidies	104,600	104,600				
<b>Funding Total</b>	<b>230,000</b>	<b>230,000</b>				

**City of Cambridge: Capital Forecast 2024 - 2033**

**Project ID / Title**      A/00612-40 Playground Replacement - Sault Park

**Maps/Attachments**

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00675-42 Elgin Street North Utility Relocations		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	AM3627
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

The reconstruction of Elgin Street North is currently scheduled for 2025/2026 to be completed in two phases. This is a large project, with the requirement of utility relocations in advance of construction. To allow the contractor to start work in 2025, utility relocations will need to be completed by Energy Plus, Bell, Rogers and Union Gas in advance of construction.

**Project Justification**

Project addresses flooding issues currently experienced on Elgin Street North (storm sewer twinning), as outlined in the City's Storm Water Master Plan. The Region of Waterloo has a watermain upsizing requirement which will also be addressed through this project, to allow their new trunk watermain alignment. Concurrently sanitary sewer which is experiencing a high degree of inflow and infiltration will be replaced, thereby reducing the City's water treatment costs from the Region of Waterloo.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	300,000	300,000				
<b>Expenditures Total</b>	<b>300,000</b>	<b>300,000</b>				
<b>Funding</b>						
Capital Levy	100,000	100,000				
Other Reserve Funds	200,000	200,000				
<b>Funding Total</b>	<b>300,000</b>	<b>300,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00675-42 Elgin Street North Utility Relocations
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00698-40 City Hall – Curtain Wall & Parapet Flashing - Construction		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	07 February 2024
<b>Department</b>		<b>Project Completion Date</b>	31 March 2025
		<b>Department Reference #</b>	Corporate Enterprise
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 735</b>			

**Project Details**

**Project Description**  
 Rebuild parapet cap flashing over areas of curtain wall where active leaking is occurring. Insulate top and bottom of each curtain wall assembly. Seal all vertical framing members at tops and bottoms, additional insulation at the parapet and above the soffit.

**Project Justification**  
 This project is based on IRC Curtain Wall Assessment report done in September 2011 and Building Condition Assessment done in March 2017. Reported instances of the interior surfaces of the curtain wall framing members becoming exceptionally cold during the winter months, with frost accumulation and condensation reported in some instances. Occupant discomfort was reported related to cold temperatures below office furniture which is adjacent to exterior walls, with as much as a 10°C difference measured between above and below desks.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	363,000	363,000				
Contribution to Reserve Funds	4,000	4,000				
Contingency	33,000	33,000				
<b>Expenditures Total</b>	<b>400,000</b>	<b>400,000</b>				
<b>Funding</b>						
Other Reserve Funds	400,000	400,000				
<b>Funding Total</b>	<b>400,000</b>	<b>400,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/00698-40 City Hall - Curtain Wall & Parapet Flashing - Construction
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00750-40 SWM Pond 151 Rehabilitation		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	16 January 2024
<b>Department</b>		<b>Project Completion Date</b>	15 September 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 755</b>			

**Project Details**

**Project Description**

Sediment cleanout and repairs to restore stormwater management (SWM) pond 151 to full operating capacity per Provincial Certificates of Approval.

**Project Justification**

SWM Ponds require rehabilitative maintenance to satisfy their Provincial Certificate of Approval (CofA) conditions. Maintenance of SWM pond capacity is a critical component of the stormwater system and climate change adaptation strategy to mitigate overland flooding.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	605,000	605,000				
<b>Expenditures Total</b>	<b>605,000</b>	<b>605,000</b>				
<b>Funding</b>						
Capital Levy	372,000	372,000				
Contribution from Others	233,000	233,000				
<b>Funding Total</b>	<b>605,000</b>	<b>605,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00765-40 Parklawn Cemetery Roads		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Improvement	<b>Project Start Date</b>	04 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 635</b>			

**Project Details**

**Project Description**

Road replacements required to allow public and funeral processions to access cemetery for funeral services and ensure public safety.

**Project Justification**

Required to ensure public safety and allow the public access to the cemetery and the office and prevent accidents. Historically, cemetery roads have been patched but this does not last and creates an issue for both the public accessing the cemetery and also for funeral processions. Interior roads are required to be replaced and repaved for accessibility and safety. Sidewalks to the cemetery office are uneven and require to be repaved and made even to allow accessibility, ensure public safety and prevent accidents - many clientele have mobility or accessibility issues.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	430,000	430,000				
<b>Expenditures Total</b>	<b>430,000</b>	<b>430,000</b>				
<b>Funding</b>						
Other Reserve Funds	430,000	430,000				
<b>Funding Total</b>	<b>430,000</b>	<b>430,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00786-20 Asset Management Plan - Phase 3		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	08 January 2024
<b>Department</b>		<b>Project Completion Date</b>	01 June 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Asset Mgmt
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Strategic Action: Lay the foundations for future community building		
<b>PRIORITY RANKING SCORE: 725</b>			

**Project Details**

**Project Description**

Update existing corporate asset management plan and expand scope of plan to meet Phase 2 and Phase 3 requirements Ontario Regulation 588/17. This will include updating existing plans for Parks & Recreation, Facilities, Fleet, and IT to meet Phase 2 requirements. This will also include development of proposed levels of service for all asset categories and the development or update of funding plans and strategy to maintain approved service levels, as required for Phase 3 requirements. Financial planning component will align with Long-term Financial Plan requirements and will be led by Finance.

**Project Justification**

Ontario Regulation 588/17 - 'Asset Management Planning for Municipal Infrastructure' requires municipalities to meet Phase 3 requirements of asset management plan by July 1, 2025. This project would also update the asset management plan for any gaps related to Phase 2 requirements, which need to be completed by July 1, 2024.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	357,000	357,000				
<b>Expenditures Total</b>	<b>357,000</b>	<b>357,000</b>				
<b>Funding</b>						
Capital Levy	157,000	157,000				
Other Reserve Funds	200,000	200,000				
<b>Funding Total</b>	<b>357,000</b>	<b>357,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00804-40 Corporate Payment System Lifecycle Implementation		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
Replacement or upgrade of the corporate payment system.

**Project Justification**  
Need to update or replace the existing payment systems in the city to ensure PCI compliance, to streamline the work flow and to leverage newer technologies. Update or replacements will be based on the 2019 Corporate Payment System Assessment project.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	400,000	400,000				
<b>Expenditures Total</b>	<b>400,000</b>	<b>400,000</b>				
<b>Funding</b>						
Capital Levy	400,000	400,000				
<b>Funding Total</b>	<b>400,000</b>	<b>400,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033							
<b>Project ID / Title</b>	A/00831-40 Work Order Management System Enhancements (2024)						
<b>Year</b>	2024	<b>Project Status</b>	Approved				
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024				
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024				
		<b>Department Reference #</b>					
		<b>Project Manager</b>	Tech Services Business Systems				
<b>Service Portfolio</b>	Portfolio: Internal Support						
<b>Strategic Action</b>	Core Capital Project						
<b>PRIORITY RANKING SCORE: 730</b>							
Project Details							
<b>Project Description</b>							
Work Order Management System updates, and ongoing enhancements.							
<b>Project Justification</b>							
Necessary to maintain currency of work order management system, to reflect ongoing operational process changes, to add functionality and to ensure integration with other city enterprise systems.							
Capital Project Budget							
		<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>							
Professional Services		350,000	350,000				
<b>Expenditures Total</b>		<b>350,000</b>	<b>350,000</b>				
<b>Funding</b>							
Capital Levy		350,000	350,000				
<b>Funding Total</b>		<b>350,000</b>	<b>350,000</b>				
Operating Impact							
		<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
Gross Expenses		20,000		20,000			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00878-40 Library HVAC Replacement (Preston)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 November 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**

Replacement of Preston Library HVAC equipment. Three air handlers, condensing units and exhaust fans. Replacement of the building automation system.

**Project Justification**

Lifespan of the equipment has been exceeded. The largest unit is approximately 40 years old. Two smaller units are 23 years old. Creates public value through responsible management of building assets.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	221,600	221,600				
Contribution to Reserve Funds	2,400	2,400				
Contingency	21,000	21,000				
<b>Expenditures Total</b>	<b>245,000</b>	<b>245,000</b>				
<b>Funding</b>						
Capital Levy	245,000	245,000				
<b>Funding Total</b>	<b>245,000</b>	<b>245,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00900-10 Equipment Replacement (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Fleet Services
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

Project Details	
<b>Project Description</b>	This project comprises equipment that is considered critical for replacement in the year 2024 based on the asset's condition. Please refer to detailed equipment list.
<b>Project Justification</b>	Replacement of equipment and vehicles at the end of life cycle for service continuity.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	3,755,000	3,755,000				
<b>Expenditures Total</b>	<b>3,755,000</b>	<b>3,755,000</b>				
<b>Funding</b>						
Other Reserve Funds	3,755,000	3,755,000				
<b>Funding Total</b>	<b>3,755,000</b>	<b>3,755,000</b>				

City of Cambridge 2024 Draft Budget and Business Plan/Appendix E - 2024 Capital Project Detail Sheets

City of Cambridge: Capital Forecast 2024 - 2033									
Project ID / Title	A/00900-10 Equipment Replacement (2024)								
Maps/Attachments									

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Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
<b>Operations</b>									
<b>Parks</b>									
9581	Central East Area Parks	TRACTOR, AGRICULTURAL	TRACTOR	\$ 85,000	2009	15	Poor	JD series 3, V-Pow, roller, blades, cab, rear mount offset bal.	Summer Road Side Grass Water Central West Side Parks
10202	Central West Area Parks	FICKOP	FICKOP	\$ 180,000	2010	12	Poor	Reggie cab, 8 bal.	Drive cab, 8" engine water pump package and roller with dual body front
12234	South West Area Parks	MOWER, 72" REAR DISCHARGE	TRACTOR	\$ 85,000	2010	12	Poor	Repairs with better specifications.	Dual wheel, fronting mower
14253	North West Area Parks	MOWER, (RH RETURN 72" REAR DISCHARGE)	MOWER	\$ 30,000	2014	10	Poor	72" rear-discharge, sun shade, mowing kit.	
3591	Grass Maintenance	TRACTOR, AGRICULTURAL	TRACTOR	\$ 85,000	2009	15	Poor	JD series 3, V-Pow, roller, blades, cab, rear mount rotary bal.	
<b>Cemeteries</b>									
14249	Cemeteries	TRACTOR	TRACTOR	\$ 85,000	2014	10	Very Poor	Manual transmission not suitable	Hydraulic with bucket to more suitable options
<b>Forestry and Horticulture</b>									
12002	Forestry	DUMP, TANDEM, HMB CRANE	TANDEM TRUCK	\$ 910,000	2012	12	Very Poor	Reliability is deteriorating on crane truck and is a safety sensitive apparatus. Same specifications as current equipment.	
<b>Roads</b>									
6264	Winter Maintenance	SPREADER, SINGLE AXLE, V BODY	SINGLE TRUCK	\$ 425,000	2009	15	Very Poor		
6270	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE TRUCK	\$ 425,000	2008	16	Very Poor	Replace with roll off configuration, deferred from 2023	
7288	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE TRUCK	\$ 425,000	2008	16	Very Poor	Manufacturer of the asset has been defunct since 2009. Components are slowly ceasing to increase operating expense and extended out of service periods.	Deferred from 2022 to 2024.
11266	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE TRUCK	\$ 425,000	2013	11	Very Poor	As a result of age and fatigue, this truck is deteriorating at an increasing rate and is experiencing significant mechanical failures, excessive maintenance costs and increasing downtime.	
11268	Winter Maintenance	DUMP, SINGLE AXLE	SINGLE TRUCK	\$ 425,000	2011	13	Very Poor	As a result of age and fatigue, this truck is deteriorating at an increasing rate and is experiencing significant mechanical failures, excessive maintenance costs and increasing downtime.	
13151	Road & Way Maintenance	SWEEPER, STREET	SWEEPER, MAINTENANCE	\$ 625,000	2013	11	Poor	Sweeper experiences a high level of attrition with reliability decreasing due wear and fatigue.	Replace with mechanical sweeper
13162	Road & Way Maintenance	FICKOP, GREYCAM	FICKOP	\$ 85,000	2013	11	Poor		
<b>Environmental Services</b>									
<b>Water</b>									
12111	Watermain Maintenance	TRUCK, SERVICE BODY, VALVE TURNING	SERVICE BODY TRUCK, UTILITY TRUCK	\$ 240,000	2012	12	Poor	Replace with same specifications.	
<b>Climate</b>									
<b>Bylaw</b>									
1574	By-Law Services	AUTOMOBILE, HYBRID	AUTOMOBILE	\$ 60,000	2009	15	Very Poor	Replace with EV.	

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00927-10 Laptop/Desktop Replacement Lifecycle (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Systems and Support Services
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Four-year lifecycle of end user workstations replacing approximately 25% of workstations systems per year.

**Project Justification**

Maintaining end user devices on a 4-year lifecycle will ensure that staff have access to current, well performing and reliable technology to complete their respective duties and ensure on-the-job efficiencies, improving staff access to network systems, data and files as well as reducing service desk calls related to hardware failures.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	250,000	250,000				
<b>Expenditures Total</b>	<b>250,000</b>	<b>250,000</b>				
<b>Funding</b>						
Capital Levy	250,000	250,000				
<b>Funding Total</b>	<b>250,000</b>	<b>250,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/00987-40 Asphalt Resurfacing Program (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	01 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
Road asphalt replacement including milling, structure adjustments, curb repair and paving for roadways (Dunbar Rd., Sheldon Dr., Lingard Rd, Albany Court) to address roadways with poor pavement quality.

**Project Justification**  
Project addresses poor pavement quality, and extends the capital asset lifespan of City roadways. Required to sustainably manage City roadways and prevent further deterioration creating more costly full road base replacement. Project is being re-allocated from annual maintenance to capital program to leverage federal gas tax funding.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	945,000	945,000				
<b>Expenditures Total</b>	<b>945,000</b>	<b>945,000</b>				
<b>Funding</b>						
Capital Levy	945,000	945,000				
<b>Funding Total</b>	<b>945,000</b>	<b>945,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01018-20 Bishop St N (Franklin-CanAmera) - EA		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Study	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Traffic & Transportation
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 685</b>			

Project Details	
<b>Project Description</b>	Environmental Assessment Study to assess corridor improvements as recommended in the 2041 Road Network Plan of the 2019 Transportation Master Plan.
<b>Project Justification</b>	As part of the Transportation Master Plan, Bishop Street North is recommended for corridor improvements to support growth and future capacity demands.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	210,100	210,100				
<b>Expenditures Total</b>	<b>210,100</b>	<b>210,100</b>				
<b>Funding</b>						
Capital Levy	31,500	31,500				
Development Charges	178,600	178,600				
<b>Funding Total</b>	<b>210,100</b>	<b>210,100</b>				

City of Cambridge 2024 Draft Budget and Business Plan/Appendix E - 2024 Capital Project Detail Sheets

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01028-40 cityONE (SAP) Lifecycle Updates And Replacements (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

To replace and update components of cityONE (SAP) as recommended in the 2020 project for the cityONE 5yr lifecycle assessment and planning.

**Project Justification**

Updates are identified separately from the server and infrastructure life cycle as SAP maintains separate schedules and specialized components.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	500,000	500,000				
<b>Expenditures Total</b>	<b>500,000</b>	<b>500,000</b>				
<b>Funding</b>						
Capital Levy	500,000	500,000				
<b>Funding Total</b>	<b>500,000</b>	<b>500,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
Gross Expenses	50,000		50,000			

City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/01080-40 Argyle Street North and South Reconstruction					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	30 April 2024			
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025			
		<b>Department Reference #</b>				
		<b>Project Manager</b>	Infrastructure Engineering			
<b>Service Portfolio</b>	Portfolio: Engineering					
<b>Strategic Action</b>	Core Capital Project					
<b>PRIORITY RANKING SCORE: 730</b>						
Project Details						
<b>Project Description</b>						
Reconstruction of Argyle Street North (King Street East to Duke Street) and Argyle Street South (King Street to Queenston). Project includes replacement of watermain, sanitary sewers, storm sewers and road infrastructure due to deterioration. Also includes replacement of sidewalk, curb, and utility relocation.						
<b>Project Justification</b>						
Project addresses water and sewer backlog as per long range financial plan along with storm and road infrastructure needs.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Construct/Implement	1,442,000	1,442,000				
General Maintenance	4,000	4,000				
Internal Charges / Wages	60,000	60,000				
Professional Services	30,000	30,000				
Contingency	82,000	82,000				
<b>Expenditures Total</b>	<b>1,618,000</b>	<b>1,618,000</b>				
<b>Funding</b>						
Capital Levy	848,000	848,000				
Other Reserve Funds	770,000	770,000				
<b>Funding Total</b>	<b>1,618,000</b>	<b>1,618,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01081-40 Glendale Place and Ash Street Reconstruction		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Reconstruction of Glendale Place and Ash Street from Sherwood Drive to the end of the cul-de-sacs. Project includes replacement of watermain, sanitary sewers, storm sewers and road infrastructure due to deterioration. Also includes replacement of sidewalk, curb, and traffic signs.

**Project Justification**

Project addresses water and sewer backlog as per long range financial plan along with storm and road infrastructure needs.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	1,528,000	1,528,000				
General Maintenance	20,000	20,000				
Internal Charges / Wages	60,000	60,000				
Professional Services	30,000	30,000				
Contingency	85,000	85,000				
<b>Expenditures Total</b>	<b>1,723,000</b>	<b>1,723,000</b>				
<b>Funding</b>						
Capital Levy	840,000	840,000				
Other Reserve Funds	883,000	883,000				
<b>Funding Total</b>	<b>1,723,000</b>	<b>1,723,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01082-40 Oxford St. Reconstruction		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Reconstruction of Oxford Street (Roseview to Laneway 180). Project includes replacement of watermain, sanitary sewers, storm sewers and road infrastructure due to deterioration. Also includes replacement of sidewalk, curb, traffic signs, and hydro pole relocations.

**Project Justification**

Project addresses water and sewer backlog as per long range financial plan along with storm and road infrastructure needs.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	2,694,000	2,694,000				
General Maintenance	40,000	40,000				
Internal Charges / Wages	85,000	85,000				
Professional Services	40,000	40,000				
Contingency	131,000	131,000				
<b>Expenditures Total</b>	<b>2,990,000</b>	<b>2,990,000</b>				
<b>Funding</b>						
Capital Levy	146,500	146,500				
Other Reserve Funds	1,516,500	1,516,500				
Grants & Subsidies	1,327,000	1,327,000				
<b>Funding Total</b>	<b>2,990,000</b>	<b>2,990,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/01083-40 Albert St. Reconstruction					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 January 2024			
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025			
		<b>Department Reference #</b>				
		<b>Project Manager</b>	Infrastructure Engineering			
<b>Service Portfolio</b>	Portfolio: Engineering					
<b>Strategic Action</b>	Core Capital Project					
<b>PRIORITY RANKING SCORE: 730</b>						
Project Details						
<b>Project Description</b>						
Reconstruction of Albert Street (Elliott St - Summit Ave). Project includes replacement of watermain, sanitary sewers, storm sewers and road infrastructure due to deterioration. Also includes replacement of sidewalk, curb, and utility relocation.						
<b>Project Justification</b>						
Project addresses water and sewer backlog as per long range financial plan along with storm and road infrastructure needs.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Construct/Implement	2,505,000	2,505,000				
General Maintenance	40,000	40,000				
Internal Charges / Wages	80,000	80,000				
Professional Services	40,000	40,000				
<b>Expenditures Total</b>	<b>2,665,000</b>	<b>2,665,000</b>				
<b>Funding</b>						
Capital Levy	73,000	73,000				
Other Reserve Funds	1,452,000	1,452,000				
Grants & Subsidies	1,140,000	1,140,000				
<b>Funding Total</b>	<b>2,665,000</b>	<b>2,665,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01100-40 Trail Bridges (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Active Transportation Renewal	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	01 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Traffic & Transportation
<b>Service Portfolio</b>	Portfolio: Active Transportation		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

This project addresses asset management recommendations per the condition assessments done on trail bridges. The assets are numbered as follows BB10139 (Mill Run Trail east of Speedsville Rd) Replace \$250,000, and BB10141 - Thompson Park Trail (Repair Only \$150,000, future replacement deemed to be required in 2032 or beyond).

**Project Justification**

Trail bridges require periodic structural repairs and eventual replacement to stay in serviceable condition. Per the Asset Management Bridge Condition Assessment these bridges requires either replacement, deck work and or and culvert work.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	375,000	375,000				
Internal Charges / Wages	15,000	15,000				
Professional Services	20,000	20,000				
Contingency	40,000	40,000				
<b>Expenditures Total</b>	<b>450,000</b>	<b>450,000</b>				
<b>Funding</b>						
Capital Levy	450,000	450,000				
<b>Funding Total</b>	<b>450,000</b>	<b>450,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01100-40 Trail Bridges (2024)
Maps/Attachments	

C:\Users\geertsb\Pictures\BB10139.JPG



City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01104-30 Park Dev Isherwood Design		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Development	<b>Project Start Date</b>	29 February 2024
<b>Department</b>		<b>Project Completion Date</b>	31 July 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 685</b>			

**Project Details**

**Project Description**  
 Design of a neighbourhood park adjacent 25 Isherwood Ave. The location of the park has been identified through the development approval and parkland dedication associated with 25 Isherwood Ave. The level of service for this park will be identified through the Parks Master Plan and the design will include neighbourhood consultation.

**Project Justification**  
 Parks provide for participation in both structured and unstructured recreational, sport and cultural activities and enhance the physical, psychological and emotional health of our community. This location provides green space and amenity area to an underserved, isolated residential area along Hespeler Road.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	51,000	51,000				
<b>Expenditures Total</b>	<b>51,000</b>	<b>51,000</b>				
<b>Funding</b>						
Development Charges	51,000	51,000				
<b>Funding Total</b>	<b>51,000</b>	<b>51,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/011107-40 Trail Dev - South Point Ph 2 (Bosdale)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Active Transportation Development	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 August 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Active Transportation		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 660</b>			

**Project Details**

**Project Description**  
 This project funds the Phase 2 construction of 0.9 km of asphalt trails within this high-density development at Faith St/Wesley Blvd. The developer will be building these trails as part of the subdivision agreement and the City will reimburse the developer for the work.

**Project Justification**  
 This development will serve and connect with over 5,000 residents in the Greengate Development and South East Galt development. It will need to be connected with trails throughout the new and current developments. It will also be connected to the City's Recreation Complex, two schools, and a library.

**Capital Project Budget**

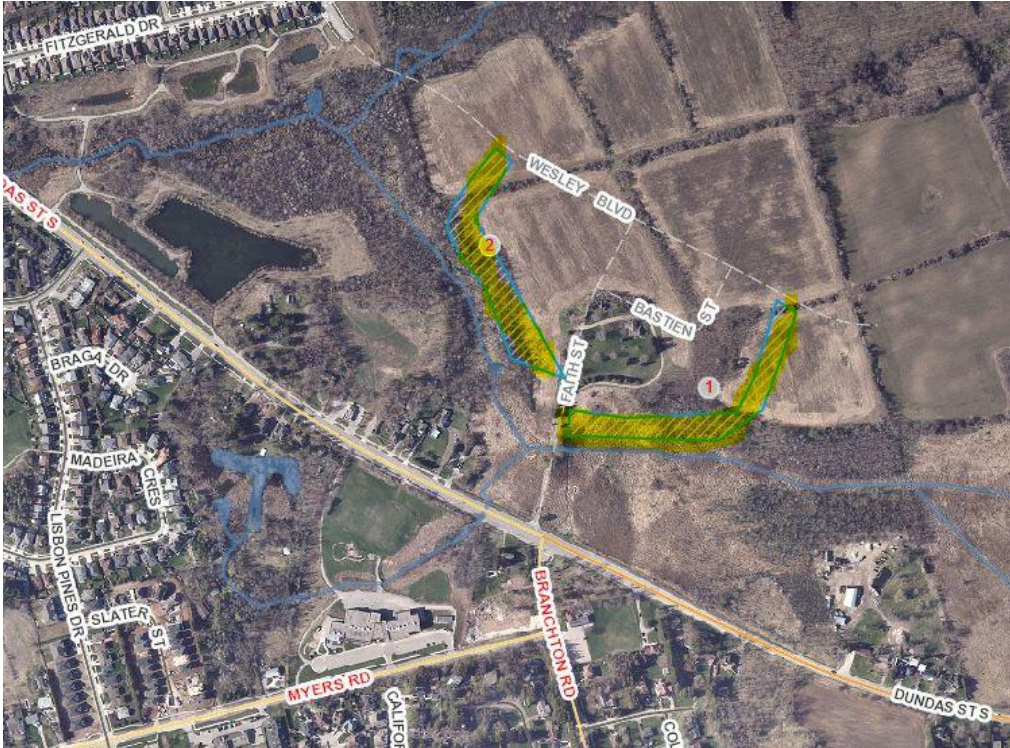
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	356,700	356,700				
<b>Expenditures Total</b>	<b>356,700</b>	<b>356,700</b>				
<b>Funding</b>						
Development Charges	356,700	356,700				
<b>Funding Total</b>	<b>356,700</b>	<b>356,700</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	15,900		15,900			

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01107-40 Trail Dev - South Point Ph 2 (Bosdale)
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01151-10 Fire Fleet Apparatus (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	10 February 2023
<b>Department</b>		<b>Project Completion Date</b>	28 February 2026
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Fire Services
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**

This project has been pre-approved by Council and is comprised of equipment that is considered critical for replacement in the year 2024 based on the asset's condition. Please refer to detailed equipment list.

**Project Justification**

Replacement of equipment and vehicles at the end of life cycle for service continuity.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	1,322,900	1,322,900				
<b>Expenditures Total</b>	<b>1,322,900</b>	<b>1,322,900</b>				
<b>Funding</b>						
Other Reserve Funds	1,322,900	1,322,900				
<b>Funding Total</b>	<b>1,322,900</b>	<b>1,322,900</b>				

City of Cambridge 2024 Draft Budget and Business Plan/Appendix E - 2024 Capital Project Detail Sheets

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01151-10 Fire Fleet Apparatus (2024)
<b>Maps/Attachments</b>	

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Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
Fire Services									
Station 3									
1525	Fire	ACRAL PUMPERS	PUMPER	\$ 1,322,900	2004	20	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition. Station 3 Aerial to be replaced in 2024 Budget.	Replacement of equipment at the end of the cycle for service continuity.

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01171-40 Edward St. Retaining Wall Renewal Replacement		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 830</b>			

**Project Details**

**Project Description**  
Renewal/Replacement of Retaining Wall located at 87 Edward St/ 1700 Franklin Boulevard.

**Project Justification**  
Project required to address failing retaining wall supporting sidewalk and roadway. Project identified based on June 11th, 2021 Condition Assessment Memo (J.L. Richards) to Asset Management.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	565,000	565,000				
General Maintenance	80,000	80,000				
Professional Services	70,000	70,000				
<b>Expenditures Total</b>	<b>715,000</b>	<b>715,000</b>				
<b>Funding</b>						
Capital Levy	715,000	715,000				
<b>Funding Total</b>	<b>715,000</b>	<b>715,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01195-31 Limerick Road Design		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Design	<b>Project Start Date</b>	10 April 2024
<b>Department</b>		<b>Project Completion Date</b>	10 August 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 620</b>			

Project Details	
<b>Project Description</b>	Design of required road upgrades to an urban cross-section with municipal services between Knotty Pine Ave and Cherry Taylor Ave.
<b>Project Justification</b>	This portion of Limerick Road was not included in the surrounding subdivision development. Numerous inquiries have been made regarding development on adjacent parcels. To date, no plan has been submitted encompassing all remnant parcels, so this project will complete a comprehensive design that can be used to identify land requirements and local servicing funding requirements when formal applications are made.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	202,500	202,500				
<b>Expenditures Total</b>	<b>202,500</b>	<b>202,500</b>				
<b>Funding</b>						
Capital Levy	202,500	202,500				
<b>Funding Total</b>	<b>202,500</b>	<b>202,500</b>				

City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/01204-40 Sidewalk Installation – Preston Parkway					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Active Transportation Expansion	<b>Project Start Date</b>	01 May 2024			
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024			
		<b>Department Reference #</b>	CD			
		<b>Project Manager</b>	Traffic & Transportation			
<b>Service Portfolio</b>	Portfolio: Active Transportation					
<b>Strategic Action</b>	Core Capital Project					
<b>PRIORITY RANKING SCORE: 710</b>						
Project Details						
<b>Project Description</b>						
Sidewalk installation on Preston Parkway (280m) from Fountain Street to Woods Lane.						
<b>Project Justification</b>						
Sidewalks are installed within existing neighbourhoods where pedestrian safety is a concern and streets are not AODA compliant in accordance with the City's priority ranking process. This sidewalk infill is #1 on the priority ranking.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Construct/Implement	239,800	239,800				
Internal Charges / Wages	26,600	26,600				
Contingency	26,600	26,600				
<b>Expenditures Total</b>	<b>293,000</b>	<b>293,000</b>				
<b>Funding</b>						
Capital Levy	44,000	44,000				
Development Charges	249,000	249,000				
<b>Funding Total</b>	<b>293,000</b>	<b>293,000</b>				
Operating Impact						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Gross Expenses</b>	11,500		11,500			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Renewal	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 760</b>			

**Project Details**

**Project Description**

The replacement of original surfacing on two asphalt sport courts. Both surfaces are 30+ years of age.

**Project Justification**

Surface conditions are full of cracks and starting to crumble in spots. Crack infill has been done more than once and they are becoming a risk to users and their ability to have safe play.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	391,200	391,200				
Contribution to Reserve Funds	4,800	4,800				
Professional Services	29,000	29,000				
Contingency	57,000	57,000				
<b>Expenditures Total</b>	<b>482,000</b>	<b>482,000</b>				
<b>Funding</b>						
Grants & Subsidies	482,000	482,000				
<b>Funding Total</b>	<b>482,000</b>	<b>482,000</b>				

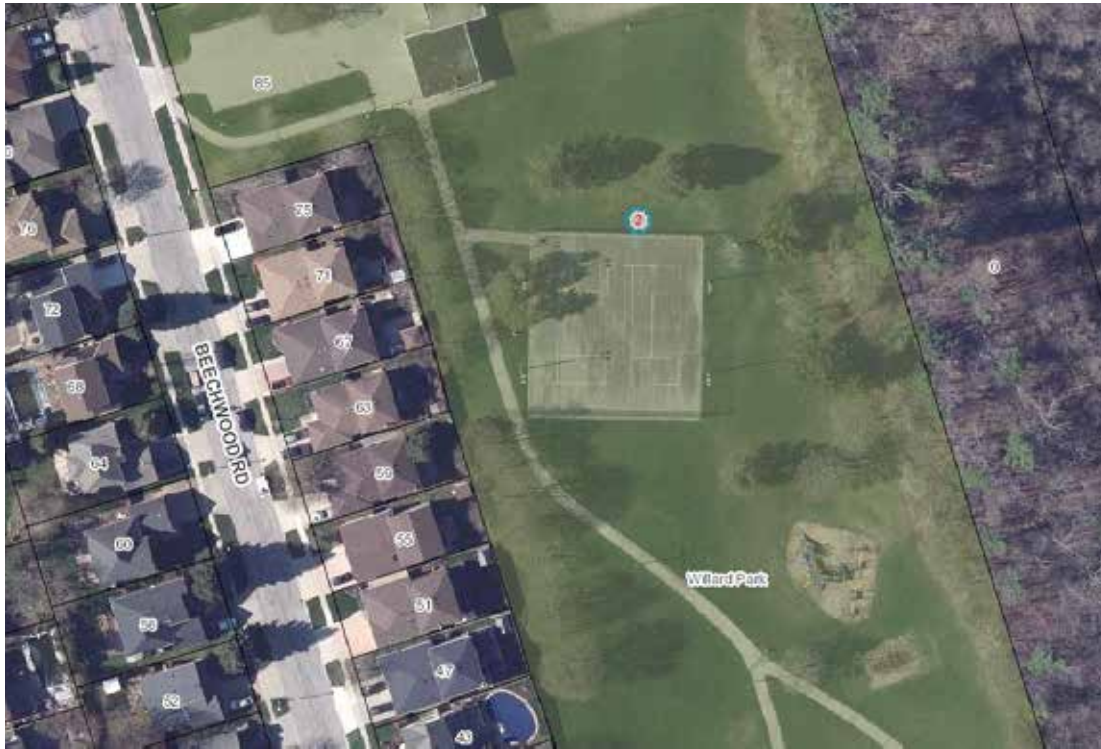
City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01210-40 Sport Court Refurbishments - Greenway Basketball, Willard Tennis
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01212-30 Park Dev Lakeview/Morrison Development Design		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Development	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	20 August 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 620</b>			

**Project Details**

**Project Description**

Design of the neighbourhood park in a higher density development. Park design is subject to neighbourhood input. Park location has been identified and conveyed to the City through a draft plan of subdivision.

**Project Justification**

Parks provide for participation in both structured and unstructured recreational, sport and cultural activities and enhance the physical, psychological and emotional health of our community.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	71,700	71,700				
<b>Expenditures Total</b>	<b>71,700</b>	<b>71,700</b>				
<b>Funding</b>						
Development Charges	71,700	71,700				
<b>Funding Total</b>	<b>71,700</b>	<b>71,700</b>				

City of Cambridge: Capital Forecast 2024 - 2033							
<b>Project ID / Title</b>	A/01236-20 Building Condition Assessments (2024)						
<b>Year</b>	2024	<b>Project Status</b>	Approved				
<b>Project Type</b>	Condition Assessment	<b>Project Start Date</b>	02 January 2024				
<b>Department</b>		<b>Project Completion Date</b>	31 March 2025				
		<b>Department Reference #</b>	OnPoint				
		<b>Project Manager</b>	Building Design and Construction				
<b>Service Portfolio</b>	Portfolio: Planning & Development						
<b>Strategic Action</b>	Core Capital Project						
<b>PRIORITY RANKING SCORE: 755</b>							
Project Details							
<b>Project Description</b>							
Building Condition Assessments for all buildings.							
<b>Project Justification</b>							
The last Condition Assessments were done in 2018. The Building Condition Assessment is the first step in developing a long-term capital plan.							
Capital Project Budget							
		<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>							
	Professional Services	200,000	200,000				
	<b>Expenditures Total</b>	<b>200,000</b>	<b>200,000</b>				
<b>Funding</b>							
	Other Reserve Funds	200,000	200,000				
	<b>Funding Total</b>	<b>200,000</b>	<b>200,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033							
<b>Project ID / Title</b>	A/01240-30 West River Road Trunk Sanitary Access - Design						
<b>Year</b>	2024	<b>Project Status</b>	Approved				
<b>Project Type</b>	Design	<b>Project Start Date</b>	05 January 2024				
<b>Department</b>		<b>Project Completion Date</b>	05 August 2024				
		<b>Department Reference #</b>					
		<b>Project Manager</b>	Infrastructure Engineering				
<b>Service Portfolio</b>	Portfolio: Engineering						
<b>Strategic Action</b>	Core Capital Project						
<b>PRIORITY RANKING SCORE: 730</b>							
Project Details							
<b>Project Description</b>							
Design and obtain external agency approval for removal of trees and construction of a gravel access within City easement.							
<b>Project Justification</b>							
Access to a critical section of wastewater trunk main is needed for maintenance and future replacement purposes.							
Capital Project Budget							
		<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>							
Professional Services		90,000	90,000				
<b>Expenditures Total</b>		<b>90,000</b>	<b>90,000</b>				
<b>Funding</b>							
Other Reserve Funds		90,000	90,000				
<b>Funding Total</b>		<b>90,000</b>	<b>90,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01246-40 Water Meter Replacement Program (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Wastewater Utility
<b>Service Portfolio</b>	Portfolio: Utilities		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 680</b>			

**Project Details**

**Project Description**

The project includes the planned replacement and renewal of aging water meters throughout the City. These replacements ensure the continued accuracy of our water billing and follow accepted asset management practices and the American Water Works Association (AWWA) replacement recommendation of 15 years for residential mechanical meters, or sooner for battery operated meters, depending on the standard lifespan of the batteries. Larger mechanical commercial meters require replacement sooner, depending on their design characteristics. The project involves the purchase and field installation of roughly 2,000 meters in 2024 to replace meters in the system that were installed from January 1, 2010 to December 31, 2011.

**Project Justification**

This project was expected following the larger Advanced Metering Infrastructure capital replacement program (2019-2021) which saw a larger proportion of our meter inventory replaced to allow for compatibility with the new technology. Historically the annual meter replacement program was funded through a meter replacement reserve fund which was utilized to fund the AMI project. As mechanical meters age they become less sensitive and fail to register a portion of the water volume flowing through them, resulting in revenue loss for the City. As battery operated meters age their batteries fail and cease to register water flows entirely. For this reason it is imperative that we limit the maximum age of our meter population and ensure a high water revenue accuracy.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	499,400	499,400				
<b>Expenditures Total</b>	<b>499,400</b>	<b>499,400</b>				
<b>Funding</b>						
Other Reserve Funds	499,400	499,400				
<b>Funding Total</b>	<b>499,400</b>	<b>499,400</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01278-10 Light Fire Fleet (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Fire Services
<b>Service Portfolio</b>	Portfolio: Emergency Services		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**

This amended project is for both replacement and growth in order to:  
 A) replace one Fire Prevention vehicles considered critical for replacement in the year 2024 based on the asset's condition (refer to detailed equipment list),  
 B) purchase one (1) car for Fire Chief.

**Project Justification**

A) Replacement of equipment and vehicles at the end of life cycle for service continuity.  
 B) Deputy Fire Chief on-call rotation which requires emergency lighting, radio and decals (not suitable for a personally-owned vehicle). The vehicle would also be utilized for the transportation of Emergency Management supplies and materials.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	110,000	110,000				
<b>Expenditures Total</b>	<b>110,000</b>	<b>110,000</b>				
<b>Funding</b>						
Other Reserve Funds	110,000	110,000				
<b>Funding Total</b>	<b>110,000</b>	<b>110,000</b>				

City of Cambridge 2024 Draft Budget and Business Plan/Appendix E - 2024 Capital Project Detail Sheets

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01278-10 Light Fire Fleet (2024)
<b>Maps/Attachments</b>	

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Asset Number	Service Area	Equipment Replacement	Equipment Type	Replacement Cost	Acquisition Year	Current Age	Current Condition	Replacement Notes	Comment on Asset Suitability
<i>Fire Services</i>									
<i>Station 1</i>									
TS36	Fire	CAR 1 (STATION 1)	PUMP	\$ 45,000	2014	10	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition.	Replace asset of equipment at the end of life cycle for service continuity.
TS26	Fire	CAR 7 (STATION 1) RP-31	AUTOMOBILE	\$ 45,000	2010	14	Poor	Equipment is considered critical for replacement in the year 2024 based on the asset's condition.	Replacement of equipment at the end of life cycle for service continuity.

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01290-10 Equipment Growth (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Fleet Services
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**

This project comprises equipment that is considered critical for replacement in the year 2024 based on the asset's condition. Please refer to detailed equipment list.

**Project Justification**

Replacement of equipment and vehicles at the end of life cycle for service continuity.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	326,600	326,600				
<b>Expenditures Total</b>	<b>326,600</b>	<b>326,600</b>				
<b>Funding</b>						
Development Charges	326,600	326,600				
<b>Funding Total</b>	<b>326,600</b>	<b>326,600</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	47,000	29,500	17,500			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01290-10 Equipment Growth (2024)		
<b>Maps/Attachments</b>			

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Growth Equipment	Amount	Total Operating Impacts	Explanation of Purpose and Need
<b>Operations</b>			
<b>Cemeteries</b>			
Zero Turn Mower	\$ 26,000	\$ 3,000	To support maintenance of Blair Cemetery
<b>Parks</b>			
Pickup Truck	\$ 106,200	\$ 8,500	Cambridge West (Bismark Subdivisions) - Single Cab, V-Plow, Dump Insert, Spreader
Zero Turn Mower	\$ 25,400	\$ 3,000	Cambridge West (Bismark Subdivisions) - 72" Rear discharge
Trailer	\$ 12,200	\$ 1,800	Cambridge West (Bismark Subdivisions) - Deck Over trailer for Zero Turn Mower
<b>Fleet Services</b>			
Retrofit Pick-up Truck	\$ 60,000		Retrofit existing Pick-up truck to support mobile mechanic service to support onsite minor repairs
<b>Roads</b>			
Road Saw	\$ 46,800	\$ 4,200	Additional road saw to address peak volume utility cut repairs.
<b>Environmental Services</b>			
<b>Storm</b>			
Automobile	\$ 50,000	\$ 6,000	To support Water Resources Engineer and field staff administering utility expansion and replacement permits

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01294-40 Blenheim Road Reconstruction (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	08 January 2024
<b>Department</b>		<b>Project Completion Date</b>	19 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
 Reconstruction of Blenheim Road from Devil's Creek to Mount View Cemetery. Project includes replacement and upsizing of shared Regional watermain, storm sewers and road infrastructure due to deterioration. Also includes new active transportation facility infill and extension of sanitary sewer.

**Project Justification**  
 Project addresses water and sewer backlog as per long range financial plan along with storm and road infrastructure needs. Project addresses cycling master plan identified project for active transportation improvements.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	3,215,000	3,215,000				
General Maintenance	80,000	80,000				
Internal Charges / Wages	100,000	100,000				
Professional Services	45,000	45,000				
<b>Expenditures Total</b>	<b>3,440,000</b>	<b>3,440,000</b>				
<b>Funding</b>						
Capital Levy	285,000	285,000				
Other Reserve Funds	863,500	863,500				
Grants & Subsidies	1,596,000	1,596,000				
Contribution from Others	695,500	695,500				
<b>Funding Total</b>	<b>3,440,000</b>	<b>3,440,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	7,200	7,200				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01313-40 Sanitary Lining Citywide (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	08 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

Project Details	
<b>Project Description</b>	Trenchless CIPP (cured-in-place pipe) rehabilitation of sanitary sewers on Winterhalt Ave, Kummer Crescent and Shannon Drive.
<b>Project Justification</b>	Sanitary Sewer rehabilitation to maintain structural integrity of pipe and to extend asset service.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	1,825,000	1,825,000				
General Maintenance	35,000	35,000				
Internal Charges / Wages	90,000	90,000				
<b>Expenditures Total</b>	<b>1,950,000</b>	<b>1,950,000</b>				
<b>Funding</b>						
Other Reserve Funds	1,950,000	1,950,000				
<b>Funding Total</b>	<b>1,950,000</b>	<b>1,950,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/01358-40 City-Wide Speed Limit Signage Implementation (2024)					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Community Improvement	<b>Project Start Date</b>	01 April 2024			
<b>Department</b>		<b>Project Completion Date</b>	30 November 2024			
		<b>Department Reference #</b>				
		<b>Project Manager</b>	Traffic & Transportation			
<b>Service Portfolio</b>	Portfolio: Engineering					
<b>Strategic Action</b>	Strategic Action: Encourage safe and healthy neighbourhoods					
<b>PRIORITY RANKING SCORE: 615</b>						
Project Details						
<b>Project Description</b>						
Implementation of new city-wide speed limit signage as a result of the 40km/h Neighbourhood Speed Limit Pilot project.						
<b>Project Justification</b>						
Supports City's Speed Management Program.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Professional Services	258,700	258,700				
Contingency	28,800	28,800				
<b>Expenditures Total</b>	<b>287,500</b>	<b>287,500</b>				
<b>Funding</b>						
Capital Levy	287,500	287,500				
<b>Funding Total</b>	<b>287,500</b>	<b>287,500</b>				
Operating Impact						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Gross Expenses</b>	1,500		1,500			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01368-40 Library HVAC Replacement (Queen's Square)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 May 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**  
Replacement of a roof top air condenser and refurbishment of the air handler.

**Project Justification**  
This HVAC unit is over 30 years old and based on a 2022 condition assessment, it requires replacement/refurbishment. Creates public value through responsible management of building assets.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	78,500	78,500				
Contingency	7,500	7,500				
<b>Expenditures Total</b>	<b>86,000</b>	<b>86,000</b>				
<b>Funding</b>						
Capital Levy	86,000	86,000				
<b>Funding Total</b>	<b>86,000</b>	<b>86,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01398-40 Galt Arena Door Replacement		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	SharePoint
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 825</b>			

Project Details	
<b>Project Description</b>	Replacement of failing parking lot public entry doors on the north and south side of the building.
<b>Project Justification</b>	Hardware for these 1996 installed doors is no longer available.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	118,200	118,200				
Contribution to Reserve Funds	1,400	1,400				
Professional Services	10,200	10,200				
Contingency	10,200	10,200				
<b>Expenditures Total</b>	<b>140,000</b>	<b>140,000</b>				
<b>Funding</b>						
Other Reserve Funds	140,000	140,000				
<b>Funding Total</b>	<b>140,000</b>	<b>140,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01398-40 Galt Arena Door Replacement
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033							
<b>Project ID / Title</b>	A/01411-10 Automated External Defibrillator (AED) Replacement						
<b>Year</b>	2024	<b>Project Status</b>	Approved				
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	02 January 2024				
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024				
		<b>Department Reference #</b>					
		<b>Project Manager</b>	Admin Fire Services				
<b>Service Portfolio</b>	Portfolio: Emergency Services						
<b>Strategic Action</b>	Core Capital Project						
<b>PRIORITY RANKING SCORE: 650</b>							
Project Details							
<b>Project Description</b>							
Replacement of Automated External Defibrillators (AEDs), consumables and accessories.							
<b>Project Justification</b>							
Life-cycle replacement.							
Capital Project Budget							
		<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>							
	Equip. Renew/Replace	55,000	55,000				
	<b>Expenditures Total</b>	<b>55,000</b>	<b>55,000</b>				
<b>Funding</b>							
	Capital Levy	55,000	55,000				
	<b>Funding Total</b>	<b>55,000</b>	<b>55,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01412-10 SCBA Air Packs		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 May 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Fire Services
<b>Service Portfolio</b>	Portfolio: Emergency Services		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 725</b>			

**Project Details**

**Project Description**  
Purchase of eight (8) additional self-contained breathing apparatus (SCBA) air pack assemblies.

**Project Justification**  
The additional air pack assemblies are to outfit two (2) reserve trucks for emergency staffing and responding when front line units are committed at an emergency event.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	84,000	84,000				
<b>Expenditures Total</b>	<b>84,000</b>	<b>84,000</b>				
<b>Funding</b>						
Capital Levy	84,000	84,000				
<b>Funding Total</b>	<b>84,000</b>	<b>84,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01420-10 Network Equipment Lifecycle/Replacement (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Systems and Support Services
<b>Service Portfolio</b>	Portfolio: Customer Service		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

Project Details	
<b>Project Description</b>	Lifecycle for Network Equipment, core and access switching and routing.
<b>Project Justification</b>	Equipment is nearing end of life for support and this is necessary to maintain existing service levels while having access to security fixes and support.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	400,000	400,000				
<b>Expenditures Total</b>	<b>400,000</b>	<b>400,000</b>				
<b>Funding</b>						
Capital Levy	400,000	400,000				
<b>Funding Total</b>	<b>400,000</b>	<b>400,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01444-40 Dickson St. Parking Lot Storm Improvements		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Reconstruction	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
 A project to increase storm capacity in the Dickson St parking lot by upsizing storm infrastructure and regrading certain areas of the parking lot to improve drainage. Addresses storm defects in recently acquired portion of the Dickson Street Parking lot. Interim measure until Dickson Street is reconstructed.

**Project Justification**  
 Addresses flooding concerns as presented to Council as part of Report 23-042-OCM

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	274,500	274,500				
Internal Charges / Wages	30,000	30,000				
Professional Services	20,000	20,000				
Contingency	25,500	25,500				
<b>Expenditures Total</b>	<b>350,000</b>	<b>350,000</b>				
<b>Funding</b>						
Other Reserve Funds	350,000	350,000				
<b>Funding Total</b>	<b>350,000</b>	<b>350,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01445-40 Mill Creek Road Watermain		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Infrastructure Renewal	<b>Project Start Date</b>	01 May 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Region of Waterloo will be installing a new trunk watermain on Mill Creek Road (Franklin Blvd to Samuelson St) and Samuelson St (Mill Creek Rd to Elgin St) in 2024 per their long range water master plan requirements. The existing City watermain condition in the project limit is considered poor. The City has agreed to cost share on surface asphalt restoration in the project limit. The Region will be paying for the trench asphalt restoration for trunk watermain, and the City will be paying for the portion of surface asphalt restoration for City watermain.

**Project Justification**

Considering the Region will be undertaking their work in 2024 on a City roadway, it is a good time to reconstruct the City's watermain concurrently as reviewed through asset management discussions.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	960,000	960,000				
<b>Expenditures Total</b>	<b>960,000</b>	<b>960,000</b>				
<b>Funding</b>						
Other Reserve Funds	960,000	960,000				
<b>Funding Total</b>	<b>960,000</b>	<b>960,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01446-40 Sault Park - New Playground		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Parks Expansion	<b>Project Start Date</b>	01 March 2024
<b>Department</b>		<b>Project Completion Date</b>	31 October 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Infrastructure Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 720</b>			

**Project Details**

**Project Description**  
The installation of a CSA Z614-14 compliant play structure, featuring accessible components to meet some accessibility requirements. Scope includes accessible engineered wood fibre playground surfacing, asphalt pathway to access the playground, trees and site furniture.

**Project Justification**  
The new structure and playground will meet current CSA Z614-14 Standards and some accessibility requirements. This installation will also afford the residents in the North East area of Cambridge an additional compliant play structure that can address the current demand for playgrounds in the neighbourhood. The playground is planned to receive an external donation which has changed the timeframe of this project.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	208,800	208,800				
Contingency	9,000	9,000				
<b>Expenditures Total</b>	<b>217,800</b>	<b>217,800</b>				
<b>Funding</b>						
Capital Levy	187,800	187,800				
Contribution from Others	30,000	30,000				
<b>Funding Total</b>	<b>217,800</b>	<b>217,800</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	13,500	13,500				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01446-40 Sault Park - New Playground
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01461-10 Fire Fleet Growth (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Equipment Purchase	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	01 September 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Fire Services
<b>Service Portfolio</b>	Portfolio: Emergency Services		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 655</b>			

**Project Details**

**Project Description**

This project is to:  
 A) purchase two (2) new passenger vehicles for the new Fire Prevention Officers (DC eligible), and  
 B) purchase one (1) light duty pickup truck for the Assistant Deputy Fire Chief.

**Project Justification**

A) Growth of the Community Risk Reduction division requires simultaneous transportation of staff to different off-site locations to conduct fire safety inspections of the growing property stock throughout the city.  
 B) The Assistant Deputy Fire Chief is on an on-call rotation which requires emergency lighting, radio and decals (not suitable for a personally-owned vehicle). The vehicle would also be utilized for the transportation of Emergency Management supplies and materials.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	155,000	155,000				
<b>Expenditures Total</b>	<b>155,000</b>	<b>155,000</b>				
<b>Funding</b>						
Development Charges	155,000	155,000				
<b>Funding Total</b>	<b>155,000</b>	<b>155,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	14,000	7,000	7,000			

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01461-10 Fire Fleet Growth (2024)
<b>Maps/Attachments</b>	

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Growth Equipment	Amount	Total Operating Impacts	Explanation of Purpose and Need
<b>Fire Services</b>			
<b>Station 1</b>			
Fire Prevention Car (Station 1)	\$ 45,000	\$ 1,800	Growth of the Community Risk Reduction division requires simultaneous transportation of staff to different off-site locations to conduct fire safety inspections of the growing property stock throughout the city.
Fire Prevention Car (Station 1)	\$ 45,000	\$ 1,800	Growth of the Community Risk Reduction division requires simultaneous transportation of staff to different off-site locations to conduct fire safety inspections of the growing property stock throughout the city.
Light Duty Pick-up Truck	\$ 65,000	\$ 3,500	The Assistant Deputy Fire Chief is on an on-call rotation which requires emergency lighting, radio and decals (not suitable for a personally-owned vehicle). The vehicle would also be utilized for the transportation of Emergency Management supplies and materials.

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01463-40 Park Dev Saginaw Subdivision		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Park Development	<b>Project Start Date</b>	30 April 2024
<b>Department</b>		<b>Project Completion Date</b>	30 October 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Development Engineering
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 620</b>			

**Project Details**

**Project Description**

Design and construction of two (2) small park blocks within the Saginaw subdivision. The parks are located across the road from each other, presenting opportunities for connection between the parks, the adjacent neighbourhoods and trail networks.

**Project Justification**

The parks will provide passive recreation opportunities and trailhead connections, promoting active transportation and connections between new and existing residential developments.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	210,000	210,000				
Professional Services	25,000	25,000				
<b>Expenditures Total</b>	<b>235,000</b>	<b>235,000</b>				
<b>Funding</b>						
Development Charges	235,000	235,000				
<b>Funding Total</b>	<b>235,000</b>	<b>235,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
<b>Gross Expenses</b>	3,500		3,500			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01464-20 Heritage Building List Permit Review		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 September 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Policy Planning
<b>Service Portfolio</b>	Portfolio: Planning & Development		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 785</b>			

**Project Details**

**Project Description**

This project is to review properties listed on the municipal heritage register to determine whether or not they should be removed from the list or designated under the Ontario Heritage Act (OHA). Properties listed on the Register must meet at least one O Reg. 9/06 (569/22) criteria and properties individually designated under Part IV of the OHA must meet at least two criteria. Their priority also needs to be assessed to determine in what order properties should be designated and whether or not they should be Part IV individual designations and/or part of a Part V Heritage Conservation District under the Ontario Heritage Act. The assessment of all listed properties is essential so that we move forward on providing protection under the OHA to the appropriate properties. Many of these properties are irreplaceable or under represented in our community and need to be protected so that growth occurs in a complementary manner that maintains the cultural character of our community. At the end of this project the City's municipal heritage Register will no longer include any currently listed properties. Their priority also needs to be assessed to determine in what order properties should be designated and whether or not they should be Part IV individual designations and/or part of a Part V Heritage Conservation District under the Ontario Heritage Act.

**Project Justification**

Recent legislative changes only allow municipalities to keep properties listed on a municipal heritage Register for a maximum of two years. All currently listed properties must be either designated or de-listed (removed) from the City's municipal heritage Register by January 1, 2024. Properties removed from the Register will lose all heritage protections. The assessment is necessary so we know what listed properties to remove from the Register and which ones to designate. Designations will focus on properties currently under represented. If we don't proceed properties will lose their heritage protections meaning that they could be demolished or altered in a manner that would lose the character and cultural significance of our community. Some cultural heritage resources are irreplaceable and/or under represented. Designation decisions would not be based on knowledge of the relative importance of all currently listed properties.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	250,000	250,000				
<b>Expenditures Total</b>	<b>250,000</b>	<b>250,000</b>				
<b>Funding</b>						
Capital Levy	250,000	250,000				
<b>Funding Total</b>	<b>250,000</b>	<b>250,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01474-40 Landreth Cottage Heritage Restoration		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	OnPoint, SharePoint
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Recreation & Culture		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 705</b>			

**Project Details**

**Project Description**

This funding addresses the infrastructure deferred maintenance upkeep of City owned facilities designated or identified as heritage assets. As per 'Building Condition Assessment Reports' for Landreth Cottage done by Robyn Huether Architects in 2022, heritage defining elements of the building need to be done within 0-2 years.

**Project Justification**

Critical projects; preservation, rehabilitation and restoration of this heritage designated building to safeguard the character defining elements retaining its heritage value and extending its physical life. Not doing any heritage preservation will increase deterioration of this important heritage building for the City.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	135,300	135,300				
Contribution to Reserve Funds	1,700	1,700				
Professional Services	20,000	20,000				
Contingency	15,000	15,000				
<b>Expenditures Total</b>	<b>172,000</b>	<b>172,000</b>				
<b>Funding</b>						
Capital Levy	172,000	172,000				
<b>Funding Total</b>	<b>172,000</b>	<b>172,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01474-40 Landreth Cottage Heritage Restoration
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01479-40 WG Johnson Lunch Room and Storage		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	OnPoint
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Recreation & Culture		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 780</b>			

**Project Details**

**Project Description**

Replace stage area to create accessible lunch/break room and provide additional storage for fitness/sports equipment.

**Project Justification**

The Accessibility Act; provide accessible staff space for lunch/break room. Equipment is currently stored in main hallway leaving it open to theft, safety concerns and is not accessible to customers/staff. Secure fitness/sports equipment (currently young participants can catch fingers in moving parts; equipment is taken etc.).

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	100,700	100,700				
Professional Services	15,000	15,000				
Contingency	15,000	15,000				
<b>Expenditures Total</b>	<b>130,700</b>	<b>130,700</b>				
<b>Funding</b>						
Capital Levy	130,700	130,700				
<b>Funding Total</b>	<b>130,700</b>	<b>130,700</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01479-40 WG Johnson Lunch Room and Storage
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01480-40 City Campus Concrete paver replacement		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	Corporate Enterprise
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 755</b>			

Project Details	
<b>Project Description</b>	This project is to rejuvenate the exterior hardscape of the concrete.
<b>Project Justification</b>	It is required for building maintenance and is due for replacement.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	183,000	183,000				
Contribution to Reserve Funds	2,000	2,000				
Professional Services	5,000	5,000				
Contingency	10,000	10,000				
<b>Expenditures Total</b>	<b>200,000</b>	<b>200,000</b>				
<b>Funding</b>						
Capital Levy	200,000	200,000				
<b>Funding Total</b>	<b>200,000</b>	<b>200,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
<b>Project ID / Title</b>	A/01480-40 City Campus Concrete paver replacement
<b>Maps/Attachments</b>	

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City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01483-30 Soper Park Outdoor Pool Design and Park Plan		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	New Facility	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	Corporate Enterprise
		<b>Project Manager</b>	Building Design and Construction
<b>Service Portfolio</b>	Portfolio: Resource Management		
<b>Strategic Action</b>	Strategic Action: Create and activate spaces that offer things for people to do		
<b>PRIORITY RANKING SCORE: 785</b>			

**Project Details**

**Project Description**

The purpose of the Soper Park Outdoor Pool Design is to conceptualize and design a new pool to serve the community in place of the Old Soper Park Pool closure.

**Project Justification**

Council motion 23-071 from February 28, 2023 to plan an addition of an outdoor pool for the 2025 budget.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	450,000	450,000				
<b>Expenditures Total</b>	<b>450,000</b>	<b>450,000</b>				
<b>Funding</b>						
Development Charges	450,000	450,000				
<b>Funding Total</b>	<b>450,000</b>	<b>450,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033	
Project ID / Title	A/01483-30 Soper Park Outdoor Pool Design and Park Plan
Maps/Attachments	

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City of Cambridge: Capital Forecast 2024 - 2033						
<b>Project ID / Title</b>	A/01488-40 Sidewalk Installation - Edward Street (2024)					
<b>Year</b>	2024	<b>Project Status</b>	Approved			
<b>Project Type</b>	Active Transportation	<b>Project Start Date</b>	01 February 2024			
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024			
		<b>Department Reference #</b>				
		<b>Project Manager</b>	Traffic & Transportation			
<b>Service Portfolio</b>	Portfolio: Active Transportation					
<b>Strategic Action</b>	Core Capital Project					
<b>PRIORITY RANKING SCORE: 710</b>						
Project Details						
<b>Project Description</b>						
Sidewalk installation on Edward Street (170m) from Jardine Street to Strathcona Street						
<b>Project Justification</b>						
Sidewalks are installed within existing neighbourhoods where pedestrian safety is a concern and streets are not AODA compliant in accordance with the City's priority ranking process.						
Capital Project Budget						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Expenditures</b>						
Construct/Implement	60,000	60,000				
Internal Charges / Wages	7,500	7,500				
Contingency	7,500	7,500				
<b>Expenditures Total</b>	<b>75,000</b>	<b>75,000</b>				
<b>Funding</b>						
Capital Levy	75,000	75,000				
<b>Funding Total</b>	<b>75,000</b>	<b>75,000</b>				
Operating Impact						
	<b>Total</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Gross Expenses</b>	1,500		1,500			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01489-30 Saginaw Parkway at Green Vista Drive Intersection Improvements - Detailed Design (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Active Transportation	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 March 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Traffic & Transportation
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 735</b>			

Project Details	
<b>Project Description</b>	Design of intersection improvements as per the Region of Waterloo Franklin Boulevard Operations Study. Design to be led by the Region of Waterloo.
<b>Project Justification</b>	As per Region of Waterloo Franklin Boulevard Operations Study.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	100,000	100,000				
<b>Expenditures Total</b>	<b>100,000</b>	<b>100,000</b>				
<b>Funding</b>						
Capital Levy	85,000	85,000				
Development Charges	15,000	15,000				
<b>Funding Total</b>	<b>100,000</b>	<b>100,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01495-20 Records and Information Management		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Strategy and Governance	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	City Clerk
<b>Service Portfolio</b>	Portfolio: Corporate Management		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 755</b>			

**Project Details**

**Project Description**

To engage the services of an external consultant that specializes in Information Management to complete a full audit of the City's Records and Information Management and Access and Privacy Program.

**Project Justification**

Developing and implementing effective records and information management (RIM) practices and policies are key to compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) or the acts. It is necessary to ensure that the City's RIM practices address each stage of a records lifecycle to protect and preserve valuable information through the creation and collection, use and maintenance, and final disposition.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	150,000	150,000				
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>				
<b>Funding</b>						
Capital Levy	150,000	150,000				
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01499-30 Hespeler Transportation Assessment (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Study	<b>Project Start Date</b>	01 April 2024
<b>Department</b>		<b>Project Completion Date</b>	31 March 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Traffic & Transportation
<b>Service Portfolio</b>	Portfolio: Engineering		
<b>Strategic Action</b>	Strategic Action: Lay the foundations for future community building		
<b>PRIORITY RANKING SCORE: 690</b>			

Project Details	
<b>Project Description</b>	Transportation network assessment study to address growth and development in the Hespeler area.
<b>Project Justification</b>	To support growth and development in the Hespeler area.

Capital Project Budget						
	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	150,000	150,000				
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>				
<b>Funding</b>						
Development Charges	75,000	75,000				
Contribution from Others	75,000	75,000				
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01501-10 Future planned roundabout		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Land/Property Acquisition	<b>Project Start Date</b>	01 June 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Realty Services
<b>Service Portfolio</b>	Portfolio: Roads		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 785</b>			

**Project Details**

**Project Description**

This project is to secure the property requirements to support the proposed construction of a future planned roundabout.

**Project Justification**

The acquisition of property requirements for the proposed roundabout is a critical path to the successful delivery of the future planned roundabout project led by Transportation Engineering. Negotiations with property owners may take as little time as a few months or may take as long as two years so funding should be available and ready as early as possible.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Land Acquisition	500,000	500,000				
<b>Expenditures Total</b>	<b>500,000</b>	<b>500,000</b>				
<b>Funding</b>						
Development Charges	500,000	500,000				
<b>Funding Total</b>	<b>500,000</b>	<b>500,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01510-40 Amanda Roadmap Implementation (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

AMANDA is one of the corporate pillars and is used by a significant number of staff and external users, and the needs/uses of AMANDA expand each year. Ongoing project work includes upgrades to maximize the use of AMANDA with the assistance of outside consultants. Implementation includes a variety of new business processes within the AMANDA application helping planning, building, permitting, licensing, and inspections processes and also implementation of Online Portal and mobile services.

**Project Justification**

We need to continue digitization and finding efficiencies to improve citizen services within the Building, Planning and many other City departments. If we don't do it, we will fall behind.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	300,000	300,000				
<b>Expenditures Total</b>	<b>300,000</b>	<b>300,000</b>				
<b>Funding</b>						
Capital Levy	150,000	150,000				
Other Reserve Funds	150,000	150,000				
<b>Funding Total</b>	<b>300,000</b>	<b>300,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01511-40 GIS Roadmap Implementation (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**  
 GIS (geographic information system) is one of the corporate pillars. Enhancing GIS and Spatial Analytics through application development, training and self-service has increased operational efficiencies by putting tools in the hands of the business area experts and by creating better information to support informed decision making at all levels within the corporation.

**Project Justification**  
 Despite continuous improvements to GIS, there is still much work to be completed for the current GIS strategy. Additional GIS improvements are required to meet evolving business needs. GIS staff members have changed, and new enhancements should be implemented to improve processes and fill any gaps resulting from staff changes.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	350,000	350,000				
<b>Expenditures Total</b>	<b>350,000</b>	<b>350,000</b>				
<b>Funding</b>						
Capital Levy	250,000	250,000				
Other Reserve Funds	100,000	100,000				
<b>Funding Total</b>	<b>350,000</b>	<b>350,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
Gross Expenses	35,000		35,000			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01512-40 SharePoint Roadmap Implementation (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

SharePoint is a document management and storage system tool and is highly configurable and has been implemented throughout the City of Cambridge. SharePoint provides an improved user experience with an ability to have an easier way of sharing of content with external partners, to have content available to staff on any City issued devices (desktops, laptops, mobile), less maintenance, backups, downtime due to the cloud infrastructure and to better fend off cyber-attacks due to vulnerabilities. SharePoint Online was already in place and content was moved to SharePoint on-premise into the cloud by migrating current ECM, project, team, committee, etc. sites from our SharePoint on-premise servers into the SharePoint Online environment.

**Project Justification**

SharePoint online is a cloud infrastructure and is a highly flexible and scalable platform for collaboration with internal or external resources. This move to the cloud will provide integration with Microsoft programs (Teams, Streams, Power BI) as well as the corporate pillars of the City of Cambridge including Maximo, Amanda, SAP, and GIS. The cost of file storage in systems environment including AMANDA, Maximo, SAP, and GIS is very high as compared to the file storage capacity in SharePoint. This can be done by using the systems' database as the front end and have SharePoint online for file storage at the back end. SharePoint online integration with Microsoft Office will provide better interface for the business to see the Key Performance Indicators through Power BI and can replace Tableau.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	100,000	100,000				
<b>Expenditures Total</b>	<b>100,000</b>	<b>100,000</b>				
<b>Funding</b>						
Capital Levy	100,000	100,000				
<b>Funding Total</b>	<b>100,000</b>	<b>100,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01513-40 ActiveNet Roadmap Implementation (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

ActiveNet is the City’s recreation and booking systems which serves entire community and generates revenue from the bookings. Currently the system is not fully optimized and utilized; Technology Services has been engaging business stakeholders and the vendor to identify the opportunities to enhance the system and improve the business process.

**Project Justification**

Enhancing systems and processes will enable the business to implement best practices which eventually will improve the operational efficiencies and customer experience.

Additionally, financial controls need to be established that would improve the financial efficiencies in terms of collecting and reporting on the outstanding fees/rentals etc. more effectively.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	150,000	150,000				
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>				
<b>Funding</b>						
Capital Levy	150,000	150,000				
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
Gross Expenses	15,000		15,000			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01514-40 Security System/Camera Hardware & Application Consolidation (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

The City's network surveillance camera systems exist on two separate platforms that both lack ongoing software support and the existing hardware (servers/storage) supporting the system are coming to an end of life. There are also some other standalone surveillance systems at facilities that we will be assessing during this project with the goal of moving them into the new system at a future date.

**Project Justification**

There is an opportunity to simplify and move to a single platform which will reduce costs, simplify maintenance, reduce training needs and result in staff with more focused knowledge and expertise on the platform ultimately saving time. The path forward will be to either move forward with one of the two existing solutions or move completely to a new solution.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	75,000	75,000				
<b>Expenditures Total</b>	<b>75,000</b>	<b>75,000</b>				
<b>Funding</b>						
Capital Levy	75,000	75,000				
<b>Funding Total</b>	<b>75,000</b>	<b>75,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01515-40 Telephone Modernization - Teams Phone (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

The City's Cisco VOIP Telephone System's hardware is at the end of its life and with hybrid work many of the traditional use cases for telephones including desk phones are of limited use when users are not always working from the same desk. MS Teams has also been implemented and is being used for much of the City's communications, meetings, internal voice calls and a separate application is required to gain access to traditional phone services.

**Project Justification**

There is an opportunity to modernize, reduce costs and transition to MS Teams voice in the cloud thus eliminating the need for most of the telephone systems hardware, reducing the underutilized shared area phones, desk phones and fax numbers. This will eliminate the need for a second application for phone services and streamline the user experience regardless of their current work location and single number reach for cellular phones. The contact center for call queues will also be replaced bringing with it features to help support Service Cambridge that aren't available in the current solution.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	300,000	300,000				
<b>Expenditures Total</b>	<b>300,000</b>	<b>300,000</b>				
<b>Funding</b>						
Capital Levy	200,000	200,000				
Other Reserve Funds	100,000	100,000				
<b>Funding Total</b>	<b>300,000</b>	<b>300,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
Gross Expenses	(40,000)			(25,000)	(15,000)	

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01516-40 Connected City (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Technology Upgrades	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Services Business Systems
<b>Service Portfolio</b>	Portfolio: Internal Support		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Providing an equal access to information and technology for all City staff has been one of Technology Services division’s priorities. Through multiple sources, it’s identified that certain user groups do not have same level of access either to tools and technologies or to the updated City information. Under such circumstances, there is a higher possibility for the field workers to operate in an unsecured environment (e.g. no access to recent city announcement regarding re-routed traffic due to an accident or emergency situation to the area where road work is planned); in some cases, they may not achieve operational efficiencies (e.g. manually written paper-based updates due to absence of a technology).

**Project Justification**

This initiative provides opportunity to extend the city information timely to those who are currently disconnected from the same due to absence of necessary tools and technologies.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Equip. Renew/Replace	150,000	150,000				
<b>Expenditures Total</b>	<b>150,000</b>	<b>150,000</b>				
<b>Funding</b>						
Capital Levy	150,000	150,000				
<b>Funding Total</b>	<b>150,000</b>	<b>150,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01517-40 End-to-End Parking System & Process Digitization (2024)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Improvement	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Tech Design, Delivery & Digital
<b>Service Portfolio</b>	Portfolio: Customer Service		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 730</b>			

**Project Details**

**Project Description**

Parking Digitization & Service Enhancement - digitize our parking services including facilitate legal parking and parking enforcement.

**Project Justification**

Current Parking Services' business processes are highly manual and deemed to be inefficient. Through this initiative, Technology Services will work with the business and:

- Identify current systems and process inefficiencies
- Recommend streamlining and digitizing current process
- Implement appropriate systems, processes, and governance to gain operational and financial efficiencies.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	100,000	100,000				
<b>Expenditures Total</b>	<b>100,000</b>	<b>100,000</b>				
<b>Funding</b>						
Capital Levy	100,000	100,000				
<b>Funding Total</b>	<b>100,000</b>	<b>100,000</b>				

**Operating Impact**

	Total	2024	2025	2026	2027	2028
Gross Expenses	10,000		10,000			

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01518-20 Hespeler Road Corridor Community Improvement Plan (CIP)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	01 January 2025
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Policy Planning
<b>Service Portfolio</b>	Portfolio: Planning & Development		
<b>Strategic Action</b>	Strategic Action: Lay the foundations for future community building		
<b>PRIORITY RANKING SCORE: 740</b>			

**Project Details**

**Project Description**

This project aims to encourage high density and medium density missing middle units within proximity to the Major Transit Station Areas (MTSAs) along the Hespeler Road Corridor by creating a Community Improvement Plan (CIP). Financial assistance is proposed in the form of incentives such as Development Charge Discounts or exemptions, Community Benefit Charge Discounts or Exemptions and/or Development Application and Building Permit Application fee discounts or exemptions. The area includes both the Hespeler Road Corridor Secondary Plan underway and lands beyond where missing middle housing forms will be encouraged.

**Project Justification**

The proposed Community Improvement Plan (CIP) to incentivise high density and missing middle housing units will be funded by the Housing Accelerator Fund (HAF). Advancing the Hespeler Road Corridor Secondary Plan and establishing the Community Improvement Plan to facilitate the incentives is estimated to require \$400,000 for a consultant. An additional \$600,000 is needed to fund the incentives provided under the CIP. The City is expected to know by the end of this year if we are successful in receiving \$1,000,000 HAF funding (CMHC federal program) for the Secondary Plan, CIP and funding incentives. If successful, HAF funding will be based on meeting milestones, including the creation of high density and missing middle residential units. Not establishing the CIP would result in a loss of approximately \$600,000 of federal funding (HAF funding also) which would be used to fund the incentives with the intent to initially create 50 units of high density and/or missing middle housing (based on \$12,000 a unit) that would assist the City in meeting its ten-year housing pledge of 19,000 units. Additional funding is currently available from the Province based on city issued residential building permits against housing pledge requirements.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	400,000	400,000				
Other Costs	600,000	600,000				
<b>Expenditures Total</b>	<b>1,000,000</b>	<b>1,000,000</b>				
<b>Funding</b>						
Grants & Subsidies	1,000,000	1,000,000				
<b>Funding Total</b>	<b>1,000,000</b>	<b>1,000,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01519-20 SE Galt and Main Street and Dundas Street CIP		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	01 June 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Policy Planning
<b>Service Portfolio</b>	Portfolio: Planning & Development		
<b>Strategic Action</b>	Strategic Action: Increase housing options		
<b>PRIORITY RANKING SCORE: 735</b>			

**Project Details**

**Project Description**

This project aims to encourage additional density on targeted sites in exchange for parkland or cash-in-lieu of parkland to increase the supply of land for parks and to achieve gentle density increases within the plan area which will assist in meeting the Housing Pledge commitments as well as increasing park land.

**Project Justification**

The cost of establishing the Community Improvement Plan (CIP) is proposed to be funded from the Housing Accelerator Fund (HAF). The CIP is not anticipated to have additional capital costs for ongoing administration. The intent is to use HAF funds to cover the cost of establishing the CIP which is needed to support additional density. The CIP will be needed if the City is successful in obtaining funding under the HAF program for incentives. The City is expected to know by the end of this year if we are successful in receiving HAF funding (CMHC federal program). If successful CMHC funding will be based on meeting milestones. This project is anticipated to support the creation of an additional 25 units and will also assist the City in meeting its ten-year housing pledge of 19,000 units. Additional funding is currently available from the Province based on city issued residential building permits against housing pledge requirements.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	400,000	400,000				
<b>Expenditures Total</b>	<b>400,000</b>	<b>400,000</b>				
<b>Funding</b>						
Grants & Subsidies	400,000	400,000				
<b>Funding Total</b>	<b>400,000</b>	<b>400,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01520-20 Additional Residential Unit Assistance Program		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 July 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Policy Planning
<b>Service Portfolio</b>	Portfolio: Planning & Development		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 785</b>			

**Project Details**

**Project Description**

This project aims to encourage Additional Residential Units (ARUs) within the City's low density residential zones by creating a Community Improvement Plan (CIP) which would allow financial incentives to be provided to qualifying property owners. Financial assistance is proposed to apply towards the cost of retaining a qualified designer for the preparation of permit drawings, upgrades to service connections and/or upgrades to the electrical panel.

**Project Justification**

Hiring a qualified designer is often a financial barrier for those considering the creation of ARUs particularly in combination with the costs for upgrading electrical panels (approximately \$3,500 per unit) and servicing connection upgrades (approximately \$5,000-\$10,000 per unit). The incentives are proposed to be funded from the Housing Accelerator Fund (HAF) and would be part of a separate project which would have a total budget of \$150,000 (creation of 150 units with an estimate of \$10,000 per unit). Establishing the Community Improvement Plan to facilitate the incentives is estimated to require \$30,000 in capital funding for a consultant. The intent is to also use HAF funds to cover the cost of establishing the CIP. The CIP will be needed if the City is successful in obtaining funding under the HAF program for financial incentives. The City is expected to know by the end of this year if we are successful in receiving HAF funding (CMHC federal program). If successful CMHC funding will be based on meeting milestones, including the creation of additional residential units. This project will also assist the City in meeting its ten-year housing pledge of 19,000 units. Additional funding is currently available from the Province based on city issued residential building permits against housing pledge requirements.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	30,000	30,000				
<b>Expenditures Total</b>	<b>30,000</b>	<b>30,000</b>				
<b>Funding</b>						
Grants & Subsidies	30,000	30,000				
<b>Funding Total</b>	<b>30,000</b>	<b>30,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01522-20 Heritage Property Designations (OHA)		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Community Planning	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	30 November 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Policy Planning
<b>Service Portfolio</b>	Portfolio: Planning & Development		
<b>Strategic Action</b>			
<b>PRIORITY RANKING SCORE: 760</b>			

**Project Details**

**Project Description**

This project is to designate 50 properties under the Ontario Heritage Act (that are currently listed on the municipal heritage Register) so that property elements, that have cultural historic significance, are protected from demolition or inappropriate alterations. Many of these properties are irreplaceable or under represented in our community and need to be protected so that growth occurs in a complementary manner that maintains the cultural character of our community. At the end of this project, the City's municipal heritage Register will no longer include any currently listed properties. The intent is to ensure that a minimum of fifty high priority properties worthy of designation are designated and have protections under the Ontario Heritage Act.

**Project Justification**

Recent legislative changes only allow municipalities to keep properties listed on a municipal heritage Register for a maximum of two years. All currently listed properties must be either designated or de-listed (removed) from the City's municipal heritage Register by January 1, 2024. Properties removed from the Register will lose all heritage protections. If we do not proceed, properties will lose their heritage protections meaning that they could be demolished or altered in a manner that would lose the character and cultural significance of our community. Some cultural heritage resources are irreplaceable and/or under represented.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	350,000	350,000				
Other Costs	53,800	53,800				
<b>Expenditures Total</b>	<b>403,800</b>	<b>403,800</b>				
<b>Funding</b>						
Capital Levy	403,800	403,800				
<b>Funding Total</b>	<b>403,800</b>	<b>403,800</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01536-40 Library Window Replacement		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Renovations	<b>Project Start Date</b>	02 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 August 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Library
<b>Service Portfolio</b>	Portfolio: Library		
<b>Strategic Action</b>	Core Capital Project		
<b>PRIORITY RANKING SCORE: 680</b>			

**Project Details**

**Project Description**

Replacement of the original 1968 single glazed aluminum framed windows on the first and second floor of the Queen's Square library.

**Project Justification**

Two of the glass panes have cracked for no apparent reason in recent years. A structural engineer has determined that the glass units are of insufficient strength and thickness, present a safety hazard and, therefore, require replacement as soon as possible. Energy savings may be possible, however, potential cost savings would be difficult to predict at this point.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Construct/Implement	311,500	311,500				
Contribution to Reserve Funds	3,500	3,500				
Contingency	35,000	35,000				
<b>Expenditures Total</b>	<b>350,000</b>	<b>350,000</b>				
<b>Funding</b>						
Grants & Subsidies	350,000	350,000				
<b>Funding Total</b>	<b>350,000</b>	<b>350,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01540-20 Recreation Services Rates & Fees Review		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Master Plan	<b>Project Start Date</b>	01 February 2024
<b>Department</b>		<b>Project Completion Date</b>	01 September 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Admin Recreation & Culture
<b>Service Portfolio</b>	Portfolio: Recreation & Culture		
<b>Strategic Action</b>	Strategic Action: Create and activate spaces that offer things for people to do		
<b>PRIORITY RANKING SCORE: 905</b>			

**Project Details**

**Project Description**  
To undertake a full cost review of recreation and parks services and develop a Recreation & Parks User Fee Policy Framework to guide the fee review and inform user fee recommendations.

**Project Justification**  
To provide a transparent and sound rationale for setting recreation and parks fees.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	75,000	75,000				
<b>Expenditures Total</b>	<b>75,000</b>	<b>75,000</b>				
<b>Funding</b>						
Capital Levy	75,000	75,000				
<b>Funding Total</b>	<b>75,000</b>	<b>75,000</b>				

City of Cambridge: Capital Forecast 2024 - 2033			
<b>Project ID / Title</b>	A/01542-20 Cricket Feasibility Study		
<b>Year</b>	2024	<b>Project Status</b>	Approved
<b>Project Type</b>	Study	<b>Project Start Date</b>	01 January 2024
<b>Department</b>		<b>Project Completion Date</b>	31 December 2024
		<b>Department Reference #</b>	
		<b>Project Manager</b>	Parks
<b>Service Portfolio</b>	Portfolio: Parks		
<b>Strategic Action</b>	Strategic Action: Create and activate spaces that offer things for people to do		
<b>PRIORITY RANKING SCORE: 740</b>			

**Project Details**

**Project Description**  
The purpose of the study is to identify what spaces within Cambridge can support a growing demand for quality cricket fields and the associated costs to develop those spaces.

**Project Justification**  
The sport of cricket is rapidly gaining popularity and the level of play is increasing. The existing fields within Cambridge no longer meet the expectations and are conflicting with other users of the park raising safety concerns (i.e. Victoria Park). There is a need to increase the number of fields, improve the quality of existing fields, and potentially re-locate fields to more appropriate spaces if safety mitigations measures cannot be adequately implemented.

**Capital Project Budget**

	Total	2024	2025	2026	2027	2028
<b>Expenditures</b>						
Professional Services	50,000	50,000				
<b>Expenditures Total</b>	<b>50,000</b>	<b>50,000</b>				
<b>Funding</b>						
Capital Levy	45,000	45,000				
Development Charges	5,000	5,000				
<b>Funding Total</b>	<b>50,000</b>	<b>50,000</b>				

# Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
<b>Reserves &amp; Reserve Funds for Tax-Supported Operating</b>				
Reserves				
Rate Stabilization	To provide a contingency for unforeseen events, stabilize tax rate fluctuations caused by one time expenditures, previous years' operating deficits or revenue shortfalls and to maintain the City's cash flow by minimizing the need for short term borrowing.	Contribution from the operating budget.  Operating fund surplus.	To offset extraordinary one-time pressures or phase-in significant impacts affecting the general levy and not to be considered a long-term sustainable funding source for general operations. To fund operating deficits.	5-15% of previous years tax revenues.  Once upper end of the target has been reached, the operating surplus will be transferred to a tax funded reserves/reserve funds of greatest need.
Library Rate Stabilization	To stabilize revenue streams and provide resources to respond to extraordinary events. This reserve will be used to moderate fluctuations in the Library tax levy during preparation of the annual operating budget and to protect the Library against unforeseen expenditures or unanticipated deficits that may occur in the fiscal year.	Contribution from the Library operating budget.  Operating fund surplus from Library.	Contribution to operating fund for: 1. Funding of year-end operating deficits. 2. Funding of extraordinary events and unanticipated expenditures.	5-15% of the Library's previous year's operating budget revenues.
Hydro Dividend	To hold the proceeds of the hydro dividend in excess of the operating budget and to fund debt repayments on specified capital projects.	Contributions from the operating budget.  Dividend proceeds from GrandBridge Energy Inc.	Contributions to the operating budget to fund existing commitments for debenture principal and interest payments. It is intended that, as debenture payment obligations are fully met, this source of revenue will shift to funding capital projects and creating greater long-term financial sustainability.  Contributions to capital projects including rehabilitation and replacement of existing assets in accordance with the City's asset management plan.	One year of dividend proceeds net of debt obligations.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Capital Works Debt Retirement	To stabilize the operating impact of any debt repayments.	Contribution from the operating budget.  Operating fund surplus.	To fund debt payments to ensure the operating impact remains consistent over the budget period.	Reviewed annually to reconcile to the principal and interest payments.
Heritage Conservation	To invest in architectural conservation.	Contribution from the operating budget and/or any unspent funds in the heritage grant program within the operating budget as determined through a year-end review.	To fund the acquisition, preservation and ongoing rehabilitation of heritage facilities or items of architectural/cultural significance.	N/A
Archives	To stabilize the annual costs related to conservation or acquisition of archival materials.	Contribution from unused budget allocations in the operating budget for conservation and acquisition of archival material.	To finance conservation or acquisition of archival materials.	Not to exceed \$50,000 and expenditures from the fund in any year will not exceed that year's budget allocation for acquisition and conservation unless such expenditure has the proper approval of Council.
Election	To amortize the cost of a municipal election over four years, rather than expensing the entire amount in the year of the election.	Contribution from the operating budget.	To fund election related operating expenditures.	Forecasted direct election expenditures. The projected cost of each election is to be accumulated over a four-year period.
Winter Maintenance	To offset the significant unfavourable winter maintenance operating budget variances due to severe winter conditions.	Contribution from the operating budget.  Operating fund surplus.	To fund any shortfall in the winter maintenance operating budget or defray costs of winter control in the City.  If winter permits the need for summer-type activities, i.e. street sweeping and cleaning, the required funds will be utilized from the winter maintenance reserve with the approval of the City Manager.	Up to 50% of the five-year historical average of winter control expenses. Any funds in excess of the ceiling will be allocated to the rate stabilization reserve.
Self Insurance	To fund any unforeseen claims that cause the city to go above the annual insurance operating budget.	Contribution from the operating budget.  Operating fund surplus.	To fund unforeseen claims and/or insurance deductible costs in excess of budget as determined through a year-end review.	Target minimum 2x average of the past 3 years annual costs. Target maximum not to exceed 3x average of the past 3 years annual costs.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Affordable Housing	To hold funds for the purpose of the provision of affordable rental housing.	Funds to be derived from developer contributions, plans of subdivisions/site plans, and from donations.  Contribution from the operating budget.  Operating fund surplus.	To provide funding towards the City's Affordable Housing Community Improvement Plan and any affordable housing related policies. Funding may also be directed to the acquisition of land and construction costs directly related to the creation of affordable rental units. Funding would not be used for any costs associated with the operation, maintenance or repairs of existing or planned future affordable rental units. Funds are not intended to be used to finance any studies or consultant fees.	N/A
Tree Canopy Management	To hold funds for the purpose of planting trees on public and private property and to fund activities to grow tree canopy.	Funds derived from the permit process as per the private tree preservation By-Law and fees from planning & development applications process.	Funds will be spent on planting trees at locations on public and private property, promoting tree preservation programs, managing tree health and tree related disaster recovery.	N/A
Municipal Accommodation Tax	To hold and segregate the City's portion of the municipal accommodation tax revenue.	The City's portion of funds derived from the municipal accommodation tax, as per the Municipal Accommodation Tax By-Law.	Funds may be used for: market research; tourism, sport and cultural infrastructure (permanent and event related); bid and grant funding for international, national and provincial-scale events; major festival and event expansion/development; one-time festival, sport and event acquisition costs; sport/festival/event infrastructure - permanent or one-time infrastructure such as washrooms, seating, staging, fencing, wi-fi etc.; collaborative tourism marketing efforts; additional staff resources, if required, to support efforts above.	Remain in a positive funded position.  Minimum target balance equals previous years contribution received from local hoteliers through the municipal accommodation tax program.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
<b>Discretionary Reserve Funds</b>				
Future Employee Benefits	To provide a source of financing to fund the cost of future employee benefits.	Contribution from the operating budget.  Operating fund surplus.  Investment income.	To fund the cost of future employee benefits provided by the City along with the early retirement incentive program or similar programs however the reserve is not to be depleted more than 10% for this purpose, with the limit being based on the opening balance in the fund at the beginning of the year.	Based on the most current actuarial obligation.
Workplace Safety & Insurance (WSIB)	To hold funds for the payment of qualified WSIB claims and other expenses to minimize tax rate impacts.	Contribution from the operating budget.  Operating fund surplus.  Investment income.	To assist in funding unforeseen WSIB claims and administrative expenditures.	Based on the most current actuarial obligation.
<b>Library Discretionary Reserve Funds</b>				
Facility Capital - Library	Created as a sub-reserve of the facility capital reserve fund to provide long term sustainable funding for replacements, retrofits and renovations of city library facilities.	Contribution from the Library operating budget.  Operating fund surplus from Library.  Investment income.	To fund replacements, retrofits or renovation items. If an item is:  (a) less than \$50,000 - expenditure forecast created in the operating budget with a contribution from the facility capital - library reserve fund.  (b) greater than \$50,000 - expenditure forecast created as a capital project with financing from the facility capital - library reserve fund and/or any other financing sources.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Library Furniture and Equipment	To provide long term sustainable funding for replacement of furniture and equipment at Library facilities.	Contribution from the Library operating budget.  Operating fund surplus from Library.  Investment income.	Funds to be used for the replacement of public-facing and staff furniture and equipment, including shelving.	Remain in a positive funded position.  Minimum target balance equals previous years contribution to operating fund.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
<b>Water Utilities Discretionary Reserve Funds</b>				
Wastewater Rate Stabilization	To provide a contingency for unforeseen events and stabilize wastewater rate fluctuations caused by one time expenditures, previous years' operating deficits or revenue shortfalls.	Funds from an annual wastewater operating budget contribution that is reviewed annually to ensure compliance.  And, 50% of the year end surplus from the wastewater operating fund until the funding target is reached.  Investment income.	To offset extraordinary one-time pressures or phase-in significant impacts affecting the wastewater rate and not to be considered a long-term sustainable funding source for general operations. To cover wastewater deficits.	Target balance between 5% to 15% of the rate revenue requirements as determined each year for the wastewater operating budget.
Water Rate Stabilization	To provide a contingency for unforeseen events and stabilize water rate fluctuations caused by one time expenditures, previous years' operating deficits or revenue shortfalls.	Funds from an annual water operating budget contribution that is reviewed annually to ensure compliance.  And, 50% of the year end surplus from the water operating fund until the funding target is reached.  Investment income.	To offset extraordinary one-time pressures or phase-in significant impacts affecting the water rate and not to be considered a long-term sustainable funding source for general operations. To cover water deficits.	Target balance between 5% to 15% of the rate revenue requirements as determined each year for the water operating budget.
<b>Capital Discretionary Reserve Funds</b>				
Capital Works	To provide a source of financing for general capital projects.	Funded through an annual operating budget allocation.  Surplus funds from capital projects.  Investment income.	To fund capital projects greater than \$50,000 as approved by Council including: the replacement and rehabilitation of capital infrastructure; studies and other projects; and to fund the portion of growth projects not eligible for alternative funding.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Capital Works Committed	Sub-reserve of the capital works reserve fund. To be used as a holding account for any committed capital works funds and committed tax increment grants.	<p>Contributions from the operating budget.</p> <p>Reserve transfers.</p> <p>Surplus funds from capital projects.</p> <p>Investment income.</p>	To fund capital projects greater than \$50,000 as approved by Council including; the replacement and rehabilitation of capital infrastructure; studies and other projects; and to fund the portion of growth projects not eligible for alternative funding. To fund approved tax increment grants.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Wastewater Capital	To provide long term sustainable funding for the replacement and major rehabilitation of the wastewater infrastructure.	<p>Annual contribution from the wastewater operating budget and 50% of the year end surplus from the wastewater operating fund until such time as the cap within the wastewater rate stabilization reserve is reached.</p> <p>When the cap within the wastewater rate stabilization reserve fund is reached, then 100% of the year end surplus from the wastewater operating fund will be transferred to the wastewater capital reserve fund.</p> <p>Investment income.</p>	To fund the replacement and major rehabilitation of the wastewater infrastructure for capital projects as identified in the wastewater capital budget and to provide funding for emergency or unforeseen needs.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Water Capital	To provide long term sustainable funding for the replacement and major rehabilitation of the water infrastructure.	<p>Annual contribution from the water operating budget and 50% of the year end surplus from the water operating fund until such time as the cap within the water rate stabilization reserve is reached.</p> <p>When the cap within the water rate stabilization reserve fund is reached, then 100% of the year end surplus from the water operating fund will be transferred to the water system capital reserve fund.</p> <p>Investment income.</p>	To fund the replacement and major rehabilitation of the water infrastructure for capital projects as identified in the water capital budget and to provide funding for emergency or unforeseen needs.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Cemetery Improvements	To provide funds for the perpetual care of City-owned cemeteries.	<p>28% of funds from the sale of internment rights and 20% of funds from the sale of a crypt. The amount will be recommended by the community services department and adjusted from time to time as deemed necessary.</p> <p>Investment income.</p>	To fund improvements and replacements including buildings on cemetery lands, and general operation improvements and replacements.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Cemetery Land Purchase	To provide funds for cemetery expansion including any land acquisition.	<p>1% of funds from the sale of internment rights and 1% of funds from the sale of a crypt. The amount will be reviewed and adjusted from time to time as deemed necessary.</p> <p>Investment income.</p>	To fund cemetery expansion.	N/A
Columbarium Purchase	To provide funds for the replacement of the City's columbarium units.	<p>31% of all niche sales and 52% of funds from the sale of a crypt.</p> <p>Investment income.</p>	To fund the replacement of the City's columbarium units, when all niche compartments have been sold.	N/A

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Fleet Equipment	To fund the purchase of replacement fleet vehicles and equipment.	Year-end city operating surplus and/or contribution from the operating budget.  Surplus funds from capital projects.  Investment income.	To fund the replacement of fleet equipment. Equipment excludes office equipment, furnishings or building equipment such as boilers, air conditioners, etc. To fund fleet operating budget costs in excess of budget as determined through a year-end review.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Facility Capital	To provide long term sustainable funding for replacements, retrofits and renovations of city facilities.	Funded through an annual operating budget allocation.  Surplus funds from capital projects.  Investment Income.	To fund replacements, retrofits or renovation items. If an item is:  (a) less than \$50,000 - expenditure forecast created in the operating budget with a contribution from the facility capital reserve fund.  (b) greater than \$50,000 - expenditure forecast created as a capital project with financing from the facility capital reserve fund and/or any other financing sources.	When combined with forecasted new revenue and anticipated debt utilization, the balance in this reserve should provide for the needs outlined in the City's corporate asset management plan for the full lifecycle of the assets. As a minimum, the City will ensure that annual contributions is equal or exceeds the annual amortization from the prior year.
Soccer Facility Capital	To hold funds for future capital rehabilitation, replacements and/or additions to the indoor soccer facility.	Contributions from monthly rental revenues generated under the terms and conditions of the lease amending agreement between the Corporation of the City of Cambridge and Cambridge Youth Soccer.	For future capital rehabilitation, replacements and/or additions to the indoor soccer facility.	N/A

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Public Art	To hold funds for the acquisition, maintenance and preservation of public art.	Annual contributions of \$25,000 from the capital works reserve fund and 1% of the costs of approved civic capital projects be allocated with construction budgets of \$100,000 or more. The 1% allocation from any one project will not exceed \$200,000 as outlined in C-30.140 Public Art Policy.	To fund the acquisition, maintenance and preservation of public art.	N/A
Energy Conservation	To act as an internal revolving loan fund to support energy conservation.	Based on repayment terms established for project loans and the investment of principal balances not allocated to projects at any point in time. The repayment of these loans will be from the operating budget savings as a result of the energy conservation projects.  Investment income.	To finance energy conservation projects through internal borrowing, to make these improvements available to the community earlier than would otherwise be possible.	N/A
Economic Development	To acquire, service or develop land or to retire debt for industrial lands or services.	From the net proceeds from the sale of City owned industrial lands.  Investment income.	To be used to purchase industrial lands and make any necessary changes to the land to make it suitable for industrial development, or to fund economic development specific projects within the City.	N/A

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Core Areas Transformation	Created as a sub-reserve of the economic development reserve fund with the objective of stimulating transformative investment to support city-building in the City's three urban core areas.	Initial source of funding derived through a transfer from the economic development reserve fund. Additional funding options could include assessment growth, hydro dividend revenue, internal borrowing from reserves, a property tax rate increase and/ or a special capital levy.  Investment income.	To be used as a funding source to support initiatives that offer opportunities for partnerships with private sector companies, non-profits and public institutions in terms of long-term and legacy projects that will be catalysts for economic and residential growth, diversification, talent attraction, and increased employment promoting urban vitality in our core areas. As well, it will include opportunities for place-making projects that improve overall quality of life. The primary focus will be on bold community-building initiatives that draw people to live and work in our core areas.	N/A
Jacob Hespeler Field Capital	To hold funds for future capital rehabilitation, replacements and/ or additions to the field, track, and related facilities and infrastructure at Jacob Hespeler Secondary School.	Contributions from monthly rental revenues generated under the terms and conditions of the License and Joint User Agreement between the Corporation of the City of Cambridge and Waterloo Region District School Board.  Investment income.	For future capital rehabilitation, replacements and/or additions to the field, track, and related facilities and infrastructure at Jacob Hespeler Secondary School.	N/A
<b>Obligatory Reserve Funds</b>				
Cash in Lieu of Parking	To hold funds for the construction of municipal parking facilities in accordance with section 40(2) of the Planning Act, R.S.O. 1990.	Payments by developers in lieu of providing some or all of the parking required under zoning by-laws.  Investment income.	To provide funds to acquire land, parking lot construction, landscaping, parking lot lighting and long term parking lot maintenance.	N/A

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Canada Community-Building Fund	To provide funding for investments in environmentally sustainable municipal infrastructure projects and capacity building projects as per the Municipal funding agreement for the transfer of Canada community-building revenue.	Semi-annual allocation of funds from the AMO on behalf of the Federal Government per the Agreement for the Transfer of Canada Community-Building Revenues.  Investment income.	Funds will be spent according to the standing legislation regarding the use of Canada community-building funding.	Funding agreement requires that all excess funds are to be placed in the Canada community-building fund to be allocated to future capital Canada community-building projects.
Development Charges - Wastewater	To defray net capital costs of growth-related services which may be provided by the City and for which the funds were raised.	Development charges as outlined in the Development Charge Study.  Investment income.	To fund growth related costs as outlined in the Development Charge Study.	Funding targets are based on Development Charge Study requirements.
Development Charges - Stormwater				
Development Charges - Water				
Development Charges - Roads				
Development Charges - Parks and Recreation				
Development Charges - Fire				
Development Charges - Library				
Development Charges - Public Works				
Development Charges - Engineering Studies				
Dev Charges - General Government				
Dev Charges - Municipal Parking				

City of Cambridge 2024 Draft Budget and Business Plan/Appendix F - Reserve and Reserve Fund Descriptions

Reserve / Reserve Fund	Purpose	Funding Source (Revenue)	Intended Use (Expenditure)	Funding Target
Parkland Cash in Lieu	In lieu of conveying parkland within the planned development, a developer may opt to provide the City with cash-in-lieu; the City then takes on the responsibility of parkland development within the community.	Under Section 42, 51.1 & 53(13) of the Planning Act, R.S.O. 1990, c. P.13 municipalities are given the authority to request the conveyance of land to the City for parks at a rate of 5% for residential development and 2% of industrial and commercial development. Cash in lieu of parkland can be taken at the discretion of the municipality.  Investment income.	To provide funds to acquire active and/or passive parkland and the associated costs of getting the land ready for its intended purpose.	The funding level should be sufficient to purchase and develop new parkland opportunities and to provide funding for the upgrade of parks/facilities in areas undergoing intensification as required.
Building Permit Stabilization	To provide a contingency for unforeseen reduced revenues resulting from economic downturn, stabilize building permit rate fluctuations caused by one time expenditures, previous years' operating deficits in Building operations or revenue shortfalls.	Operating surplus from building services division  Investment income.	To fund any shortfall in the annual Building Permit Fee Operating Budget.	Two years-worth of gross operating costs required to administer the Building Code Act.

# Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
<b>LEGAL SERVICES</b>						
Site Plan Agreements- Preparation and Registration	E	\$ 840.00	01/01/22	\$ 1,000.00	01/01/24	Adjust fees based on review of comparable municipalities.
Site Plan Control Amending Agreement	E	\$ 420.00	01/01/22	\$ 500.00	01/01/24	Adjust fees based on review of comparable municipalities.
Subdivision or Condominium Agreement, and Applicable Plan Registrations	E	\$ 1,200.00	01/01/22			Changed wording to "Subdivision or Condominium Agreement, and Applicable Plan Registrations".
Legal Fees charged to other departments: Hourly Rate for City Lawyer (Internal) being recovered from outside parties	E	\$ 400.00	01/01/22			
Legal Fees charged to other departments: Hourly Rate for Assistant City Solicitor (Internal) being recovered from outside parties	E	\$ 350.00	01/01/22			
Legal Fees charged to other departments: Hourly Rate for City Law Clerk (Internal) being recovered from outside parties	E	\$ 180.00	01/01/22			
Committee of Adjustment Applications - Applicable Agreements and Registrations	E	\$ 450.00	01/01/22	\$ 600.00	01/01/24	Changed wording to "Committee of Adjustment Applications - Applicable Agreements and Registrations" Adjust fees to reflect comparable municipalities.
<del>Plans of Condominium — Search of Lands, Review of Declaration and Preparation of Agreement, if any.</del>	<del>E</del>	<del>\$ 1,200.00</del>	<del>01/01/22</del>	REMOVE		REMOVE Already included in Site Plan Agreements fee above.
Special Agreements	E	\$ 1,600.00	03/01/23			
Release/Letters of Compliance for Registered Agreements	E	\$ 100.00	01/01/22	\$ 150.00	01/01/24	Adjust fees based on review of comparable municipalities.
Encroachment Agreements	E	\$ 275.00	01/01/22	\$ 350.00	01/01/24	Adjust fees based on review of comparable municipalities.
Limiting Distance Agreements	E	\$ 600.00	03/01/23			
Conditional Building Permit	E	\$ 300.00	03/01/23	\$ 350.00	01/01/24	Adjust fees based on review of comparable municipalities.
Part Lot Control By-Laws	E	NEW		\$ 300.00	01/01/24	NEW FEE
<b>REALTY &amp; PROPERTY SERVICES</b>						
<b>City Hall: Bowman Room "A" or "B"</b>						
<b>Private/Corporate Rental Rate</b>	T	\$ 163.12		\$ 168.50		
Janitorial Fee (up to 30 minutes)	T	\$ 24.54		\$ 25.35	01/01/24	Any additional janitorial fees will be applied against damage deposit.
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 277.70	03/01/23	\$ 286.87		
<b>Charitable Group Rental Rate</b>	E	No charge				Increase to reflect inflation. Only recover expenses from charitable groups. Any additional janitorial fees will be applied against damage deposit.
Janitorial Fee (up to 30 minutes)	T	\$ 24.54		\$ 25.35	01/01/24	
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 114.59	03/01/23	\$ 118.37		Increase to reflect inflation.
<b>City Hall: Bowman Room "A" and "B"</b>						
<b>Private/Corporate Rental Rate</b>	T	\$ 326.27		\$ 337.03		
Janitorial Fee (up to 30 minutes)	T	\$ 49.08		\$ 50.70	01/01/24	Increase to reflect inflation. Any additional janitorial fees will be applied against damage deposit.
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 465.39	03/01/23	\$ 480.75		
<b>Charitable Group Rental Rate</b>	E	No charge				Increase to reflect inflation. Only recover expenses from charitable groups. Any additional janitorial fees will be applied against damage deposit.
Janitorial Fee (up to 30 minutes)	T	\$ 49.08		\$ 50.70	01/01/24	
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 139.13	03/01/23	\$ 143.72		Increase to reflect inflation.
<b>City Hall: Atrium</b>						
<b>Private/Corporate Rental Rate</b>	T	\$ 339.83		\$ 351.05		

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Janitorial Fee (up to 30 minutes)	T	\$ 62.42	03/01/23	\$ 64.48	01/01/24	Any additional janitorial fees will be applied against damage deposit.
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 492.30		\$ 508.55		
<b>Charitable Group Rental Rate</b>	E	No charge				Increase to reflect inflation. Only recover expenses from charitable groups.
Janitorial Fee (up to 30 minutes)	T	\$ 62.42	03/01/23	\$ 64.48	01/01/24	Any additional janitorial fees will be applied against damage deposit.
Security Fee	T	\$ 41.57		\$ 42.94		
Setup / Tear down Fee	T	\$ 48.48		\$ 50.08		
Total	T	\$ 152.47		\$ 157.50		
<b>Council Chambers:</b>						
Room Rental	T	\$ 206.38	03/01/23	\$ 213.19	01/01/24	Increase to reflect inflation.
Janitorial Fee (up to 30 minutes)	T	\$ 26.53		\$ 27.41		
Total	T	\$ 232.91		\$ 240.60		
Damage Deposit (applies to both Private/Corporate & Non-Profit Groups)	E	\$ 350.00	03/01/20			Refundable deposit.
<b>LEASES - PROPERTY</b>						
High Speed Internet Locations	T	\$ 20,000.00	03/01/15			Rate for new high-speed internet locations located on City property, as per By-Law #44-01
Minor Easements - Land Value Component	T	Greater of a) \$1,161.47 and b) fair market value	01/01/22			
Intermediate Easements - Land Value Component	T	Greater of a) \$2,903.67 and b) fair market value	01/01/22			
Requests to Release Existing Registered City Easements Fee	T	Greater of a) \$296.40 and b) fair market value	01/01/22			
<b>CLERK'S SERVICES</b>						
Affidavits - Signature Only	T	\$ 34.00	3/1/2023	\$ 35.00	01/01/24	Increase to reflect inflation.
Affidavits - Prepared by Staff	T	\$ 44.00	3/1/2023	\$ 45.00	01/01/24	Increase to reflect inflation.
In Town Death Registration	E	\$ 44.00	3/1/2023	\$ 45.00	01/01/24	Increase to reflect inflation.
Out of Town Death Registration	E	\$ 53.00	3/1/2023	\$ 55.00	01/01/24	Increase to reflect inflation.
Burial Permits/call out after hours	E	\$ 84.00	3/1/2023	\$ 87.00	01/01/24	Increase to reflect inflation.
Nevada, Raffle, Bazaar, etc.	E	3% of prize board maximum	1/1/1993			Fee regulated by AGCO - 3% of prize board maximum
Group Home - New Registration	E	\$ 137.00	3/1/2023	\$ 142.00	01/01/24	Increase to reflect inflation.
Group Home - Renewal	E	\$ 42.00	3/1/2023	\$ 43.00	01/01/24	Increase to reflect inflation.
Marriage License	E	\$ 173.00	3/1/2023	\$ 179.00	01/01/24	Increase to reflect inflation.
Administration Fee - Per Wedding	T	\$ 152.00	3/1/2023	\$ 157.00	01/01/24	Increase to reflect inflation.
Officiant Fee - Per Wedding	T	\$ 223.00	3/1/2023	\$ 231.00	01/01/24	Increase to reflect inflation.
Witness Fee - Per Wedding (if required)	T	\$ 32.00	3/1/2023	\$ 33.00	01/01/24	Increase to reflect inflation.
Municipal Information	E	\$ 47.00	3/1/2023	\$ 49.00	01/01/24	Increase to reflect inflation.
By-the-Glass Approval Request (Council resolution required)	E	\$ 63.00	3/1/2023	\$ 65.00	01/01/24	Increase to reflect inflation.
Letter of No Objection - Temporary Alcohol Permit Extension	E	\$ 16.00	3/1/2023	\$ 17.00	01/01/24	Increase to reflect inflation.
Letters of Municipal Significance	E	\$ 47.00	3/1/2023	\$ 49.00	01/01/24	Charge for organizations requesting Letters of Municipal Significance for the first time.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Fireworks Display Application/Permit	E	\$ 221.00	3/1/2023	\$ 229.00	01/01/24	Increase to reflect inflation.
Noise By-law Exemption & Report to Council	E	NEW		\$ 200.00	01/01/24	Based on cost recovery (requires reports to Council which are often rushed and require reprioritization of work, often connected to business licensing and liquor licensing which hasn't been completed by applicant as part of their event planning).
General Appeals Committee Hearing (Property Standards / Dog Muzzles)	E	NEW		\$ 400.00	01/01/24	Based on cost recovery (cost of paying members per sitting, preparing and couriering disclosure packages, staff time, etc.)
Property Standards Appeal Hearing	E	<del>\$ 221.00</del>	<del>3/1/2023</del>	REMOVE		Remove to reflect change to General Appeals Committee
<b>BUSINESS LICENSES</b>						After February 1 of every year, renewal late fees will be calculated based on 50% of the cost of the original license application
Arcades	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Bake Shops	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Barbershop	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Body Piercing	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Boat Rentals	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Buskers	E	\$ 11.00	3/1/2023			
Caterers	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Esthetics	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Fireworks - Retail Sales	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Fireworks - Outdoor Vendor	E	\$ 113.00	3/1/2023	\$ 117.00	01/01/24	Increase to reflect inflation.
Fresh Meat/Deli/Fish	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Hairdresser (per establishment)	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Ice Cream - Outdoor Vendor	E	\$ 113.00	3/1/2023	\$ 117.00	01/01/24	Increase to reflect inflation.
Intermittent or Temporary Sales (12 consecutive weeks - additional weeks would be subject to additional fees)	E	\$ 444.00	3/1/2023	\$ 459.00	01/01/24	Increase to reflect inflation.
Manicures/Pedicures	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Motor Vehicle Racing (to engage in racing of motor vehicles or motorcycles, or holding motor vehicle or motorcycle races) * Includes Boats*	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Motor Vehicle Repair	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Nail Salon	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Pedal Vehicle (per vehicle) (non motorized)	E	\$ 113.00	3/1/2023	\$ 117.00	01/01/24	Increase to reflect inflation.
Public Address Systems (to operate a public address system, sound equipment or similar device)	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Public Garage (for a parking station or parking lot or a building or place where motor vehicles are hired or kept or used for hire, or stored or kept for sale) if capable of accommodating: not more than 5 motor vehicles	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
not more than 10 motor vehicles	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
more than 10 motor vehicles	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Public Halls	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Restaurants	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Refreshment Vehicles - motorized	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Service Station	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Tattoo Parlours	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Renewal Fee (per function)	E	\$ 216.00	3/1/2023	\$ 223.00	01/01/24	Increase to reflect inflation.
Transfer Fee (New Location) (flat rate)	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Transfer Fee (New Owner) 50% of original)	E	\$ 144.00	3/1/2023	\$ 149.00	01/01/24	Increase to reflect inflation.
Adult Entertainment Parlour - Owner	E	\$ 5,404.00	3/1/2023	\$ 5,593.00	01/01/24	Increase to reflect inflation.
Adult Entertainment Parlour - Operator	E	\$ 3,647.00	3/1/2023	\$ 3,775.00	01/01/24	Increase to reflect inflation.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Renewal Fee/Owners	E	\$ 5,404.00	3/1/2023	\$ 5,593.00	01/01/24	Increase to reflect inflation.
Renewal Fee/Operator	E	\$ 3,647.00	3/1/2023	\$ 3,775.00	01/01/24	Increase to reflect inflation.
Body Rub Parlour - Owner	E	\$ 2,970.00	3/1/2023	\$ 3,074.00	01/01/24	Increase to reflect inflation.
Body Rub Parlour - Operator	E	\$ 1,906.00	3/1/2023	\$ 1,973.00	01/01/24	Increase to reflect inflation.
Renewal Fee/Owner	E	\$ 2,970.00	3/1/2023	\$ 3,074.00	01/01/24	Increase to reflect inflation.
Renewal Fee/Operator	E	\$ 1,906.00	3/1/2023	\$ 1,973.00	01/01/24	Increase to reflect inflation.
Personal Wellness Service Establishment	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Outdoor Vendor (per location)	E	\$ 113.00	3/1/2023	\$ 117.00	01/01/24	Increase to reflect inflation.
Food Truck - 1 day	E	\$ 84.00	3/1/2023	\$ 87.00	01/01/24	Increase to reflect inflation.
Food Truck - 3 day	E	\$ 142.00	3/1/2023	\$ 147.00	01/01/24	Increase to reflect inflation.
Food Truck - yearly	E	\$ 352.00	3/1/2023	\$ 364.00	01/01/24	Increase to reflect inflation.
Retail Exhibition	E	\$ 288.00	3/1/2023	\$ 298.00	01/01/24	Increase to reflect inflation.
Retail Exhibition-Charitable Organizations	E	No Charge	1998			By-Law #101-98 states "No Charge" for Charitable Organization Licenses
<b>OFFICE SERVICES</b>						
Reproduced Photocopies (i.e. by-laws and documents)						
\$1.00 each page for the first 3 copies, then \$0.25 per page thereafter	T	\$ 1.00	1/1/2018			
<b>ARCHIVES</b>						
Digital Copies of Maps	T	\$ 26.00	3/1/2023	\$ 27.00	01/01/24	Increase to reflect inflation.
Time Frames (Book)	T	\$ 21.00	3/1/2023	\$ 22.00	01/01/24	Increase to reflect inflation.
A Part of Our Past (Book)	T	\$ 21.00	3/1/2023	\$ 22.00	01/01/24	Increase to reflect inflation.
Adam Ainslie (Book)	T	\$ 12.00	3/1/2023	\$ 12.50	01/01/24	Increase to reflect inflation.
Cambridge Mosaic (Book)	T	\$ 42.00	3/1/2023	\$ 43.50	01/01/24	Increase to reflect inflation.
Photograph Scan for Personal Use	E	\$ -	4/1/2019			
Photograph High Resolution Scan	E	\$ 5.00	3/1/2020	\$ 5.50	01/01/24	Increase to reflect inflation.
High Resolution Scan - Commercial Use (per image)	E	\$ 16.00	3/1/2023	\$ 17.00	01/01/24	Increase to reflect inflation.
High Resolution Scan - Corporation (per image)	E	\$ 26.00	3/1/2023	\$ 27.00	01/01/24	Increase to reflect inflation.
<b>FREEDOM OF INFORMATION</b>						
Application Fee	E	\$ 5.00	1/30/1996			Regulated by Statute
Photocopies & Computer Page Printout	E	\$ 0.20	1/1/1991			Regulated by Statute
Manual searching for record after 2 hrs. have been spent -searching per 1/4 hour	E	\$ 7.50	1/1/1991			Regulated by Statute
Records provided in digital format on USB	E	NEW		\$ 10.00	01/01/24	
Developing a computer program or other method of producing a record from machine readable record - per 1/4 hour	E	\$ 15.00	1/1/1991			Regulated by Statute
Record Preparation for Release - per 1/4 hour	E	\$ 7.50	1/30/1996			Regulated by Statute
Research Requests (other than FOI) per 1/4 hour (minimum)	E	\$ 8.00	6/1/2000	\$ 7.50	01/01/24	
per hour	E	\$ 32.00	6/1/2000	\$ 30.00	01/01/24	
<b>BY-LAW COMPLIANCE</b>						
Pre-pool on/above ground Inspection Fee	E	\$ 74.00	3/1/2023	\$ 100.00	01/01/24	Increase to reflect inflation. Aligning with in ground pre-pool inspection. Same amount of work required and based on cost recovery.
Pre-pool In Ground Inspection Fee	E	\$ 95.00	3/1/2023	\$ 100.00	01/01/24	Increase to reflect inflation.
On-Ground Pool and Fencing	E	\$ 205.00	3/1/2023	\$ 213.00	01/01/24	Increase to reflect inflation.
Above Ground Pool and Fencing	E	\$ 179.00	3/1/2023	\$ 213.00	01/01/24	Increase to reflect inflation. Same work required for hot tub as on ground pool. Cost recovery.
Hot Tubs and Enclosures	E	\$ 179.00	3/1/2023	\$ 213.00	01/01/24	Increase to reflect inflation. Same work required for hot tub as on ground pool. Cost recovery.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Inground Pool and Fencing	E	\$ 236.00	3/1/2023	\$ 245.00	01/01/24	Increase to reflect inflation.
Inflatable Pool and Fencing	E	\$ 152.00	3/1/2023	\$ 100.00	01/01/24	Reduced to align with pre-pool inspection. Less work required for inflatable pool. Cost recovery.
Re-inspections after final pool without pre-pool permit	E	\$ 81.00	3/1/2023	\$ 100.00	01/01/24	Increase to reflect inflation. Aligning with in ground pre-pool inspection. Same amount of work required and based on cost recovery.
Minimum Standards Inspection Fee-Non Compliance	E	\$ 83.00	3/1/2023	\$ 86.00	01/01/24	Increase to reflect inflation.
Fence By-law Amendment Application	E	\$ 411.00	3/1/2023	\$ 426.00	01/01/24	Increase to reflect inflation.
Special Swimming Pool and Fencing Permit Fee (Construction/erection/ placement before permit issued)	E	Double the permit fee	4/1/2010			Reflects additional processing costs and is consistent with other permit fees.
<b>Mobile Signs Inspection &amp; Approval Fees</b>						
Same Advertisement - Both Sides	E	\$ 86.00	3/1/2023	\$ 90.00	01/01/24	Increase to reflect inflation.
Different Advertisement - Each Side	E	\$ 124.00	3/1/2023	\$ 130.00	01/01/24	Increase to reflect inflation.
<b>Minor Sports:</b>						
- Same Advertisement - Both Sides	E	\$ 65.00	3/1/2023	\$ 68.00	01/01/24	Increase to reflect inflation.
- Different Advertisement - Each Side	E	\$ 86.00	3/1/2023	\$ 90.00	01/01/24	Increase to reflect inflation.
Cancellation of Mobile Sign Permit	E	\$ 33.00	3/1/2023	\$ 35.00	01/01/24	Increase to reflect inflation.
Special Mobile Sign Permit Fee (Construction/erection/ placement before permit issued)	E	\$171 plus regular permit fee	3/1/2023	\$177 plus regular permit fee	01/01/24	Increase to reflect inflation.
<b>Certificate of Compliance Under Minimum Standards:</b>						
Residential (per unit)	E	\$ 353.00	3/1/2023	\$ 366.00	01/01/24	Increase to reflect inflation.
Plus (per additional dwelling unit)	E	\$ 182.00	3/1/2023	\$ 189.00	01/01/24	Increase to reflect inflation.
Non-Residential	E	\$ 353.00	3/1/2023	\$ 366.00	01/01/24	Increase to reflect inflation.
Plus (per 1,000 sq. ft. in excess of first 1,000 sq. ft.)	E	\$ 83.00	3/1/2023	\$ 86.00	01/01/24	Increase to reflect inflation.
<b>MUNICIPAL BY-LAW VIOLATIONS (RECOVERABLE)</b>						
Administration Fee - Performing Work on Private Property: Where a person has not complied with a by-law, and the City arranges to have the matter or thing done to bring the issue into compliance with the Bylaw (minimum - First occurrence)	E	10% of the cost of performing the work	4/1/2014			
(minimum - Second and subsequent occurrences)	E	\$ 173.00	3/1/2023	\$ 180.00	01/01/24	First non-compliance fee - increase to reflect inflation.
	E	\$ 342.00	3/1/2023	\$ 355.00	01/01/24	Second and subsequent non-compliance fee within 12 month period - increase to reflect inflation.
<b>DOG LICENCES</b>						
Dog Licence	E	\$ 42.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
Kennel Licenses	E	\$ 108.00	3/1/2023	\$ 112.00	01/01/24	Increase to reflect inflation.
Penalty - Late payment	E	\$ 42.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
Replacement Tag	E	\$ 18.00	3/1/2023	\$ 20.00	01/01/24	Increase to reflect inflation.
Transfer from Current Year Tag from another City to Cambridge	E	N/A	11/1/2005			
Service Dog	E	No Charge	11/1/2005			
<b>TECHNOLOGY SERVICES</b>						
Digital Parcel Layer (full City)	T	\$ 2,500.00	6/25/2001			
Parcel Layer Maintenance (annual maintenance fee)	T	\$ 1,200.00	6/25/2001			
Digital Parcels (per parcel - \$100 minimum charge)	T	\$ 2.00	6/25/2001			
Technology Services - Custom Services (per hour - one hour minimum)	T	\$ 150.00	4/1/2008			

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Non-Corporate Training (Technology Services) - (each person, per day, incl. training manuals)	T	\$ 150.00	1/1/1995			
Digital Ortho (Current Year)						Consistency with Region and other Cities within the Region. (Cost reduction for quantities of between 50-100 and 100+)
per tile (= 1 sq. km.)	T	\$ 75.00	4/1/2011			
50 - 100 tiles	T	\$ 50.00	4/1/2008			
100+ tiles	T	\$ 40.00	4/1/2008			
Plans and Profile Drawings (Hard Copy)	T	\$ 8.85	4/1/2008			
Registered Plans (Hard Copy)	T	\$ 8.85	4/1/2008			
Registered Reference Plans (Hard Copy)	T	\$ 8.85	4/1/2008			
City Map 7A with Street Index (Hard Copy)	T	\$ 8.85	4/1/2008			
Registered Master Plan (Hard Copy)	T	\$ 8.85	4/1/2008			
City of Cambridge Parks & Facilities Inventory Map - CSD (Hard Copy)	T	\$ 8.85	4/1/2008			
City of Cambridge Subdivision Status Map -- Planning (Hard Copy)	T	\$ 8.85	4/1/2008			
City of Cambridge Planning Neighbourhood Map (Hard Copy)	T	\$ 8.26	6/25/2001			
Zoning Map (colour E size)	T	\$ 35.00	4/1/2011			
Official Plan Land Use Map (colour E size)	T	\$ 35.00	4/1/2011			
Ward Map with Street Index	T	\$ 35.00	4/1/2011			
Sanitary System Overview Map	T	\$ 8.85	4/1/2012			
Storm Sewer System Overview Map	T	\$ 8.85	4/1/2012			
Watermain System Overview Map	T	\$ 8.85	4/1/2012			
Reproduction of building plans (per sq.ft.)	T	\$ 0.55	6/25/2001			
<b>FIRE SERVICES</b>						
<b>Special Events:</b>						
Firefighting Personnel	T	\$ 128.50	03/01/23	\$ 132.74	01/01/24	Per firefighter, Per hour
Standby Fire Apparatus	T	\$ 509.89	03/01/23	\$ 543.03	01/01/24	Per fire apparatus, Per hour, 1 hour minimum
Fireworks (Exhibition) Discharge Permit	T	\$ 170.65	03/01/23	\$ 176.28	01/01/24	Based on 3 hours minimum.
Special Occasion Permits	T	\$ 92.52	03/01/23	\$ 95.57	01/01/24	Increase to reflect inflation.
<b>Fire Reports:</b>						
Fire Incident Reports	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Per hour, As requested by insurance companies, legal representatives, etc.
Fire Investigation Summary Reports	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Per hour, As requested by insurance companies, legal representatives, etc.
<b>Inspection Fees:</b>						
Initial Inspection Fee	T	\$ 170.65	03/01/23	\$ 176.28	01/01/24	Payable when an owner, potential buyer, or legal representative requests an inspection prior to sale. Based on 3 hours minimum.
Re-inspection Fee (Non-Compliance)	T	\$ 170.65	03/01/23	\$ 176.28	01/01/24	The re-inspection charge is only applicable if an owner does not comply with an outstanding fire inspection order after the initial inspection and any/all subsequent re-inspections upon approval of the Fire Chief. Based on 3 hours minimum.
Business / Liquor Licenses	E	\$ 170.65	03/01/23	\$ 176.28	01/01/24	Based on 3 hours minimum.
File Search	T	\$ 170.65	03/01/23	\$ 176.28	01/01/24	Based on 3 hours minimum.
After Hours / Additional time	T	\$ 85.32	03/01/23	\$ 88.14	01/01/24	After-hours inspections and code enforcement. Per hour.
<b>Cost Recovery for Fire Safety Inspections and Enforcement Purposes:</b>						
Restoration Services	T	NEW		Variable	01/01/24	Based on cost recovery.
Security and Patrol	T	NEW		Variable	01/01/24	Based on cost recovery.
Fencing and Hoarding	T	NEW		Variable	01/01/24	Based on cost recovery.
Engineering Services	T	NEW		Variable	01/01/24	Based on cost recovery.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Remove or Dispose of a Thing	T	NEW		Variable	01/01/24	Based on cost recovery.
Do Things to the Land or Premises	T	NEW		Variable	01/01/24	Based on cost recovery.
Immediately Close Land or Premises	T	NEW		Variable	01/01/24	Based on cost recovery.
Consumables	T	NEW		Variable	01/01/24	Based on cost recovery.
Services Required to Make Property Safe, Repair, Remove, Demolish	T	NEW		Variable	01/01/24	Based on cost recovery.
<b>Permits:</b>						
- Mobile Food Vendors	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Based on cost recovery.
- Fireworks Sale Permit	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Based on cost recovery.
<b>Expedited Fees:</b>						
Fire Incident Reports	T	\$ 100.00	03/01/23	\$ 103.30	01/01/24	Less than 5 business days. Per hour.
Fire Investigation Summary Reports	T	\$ 100.00	03/01/23	\$ 103.30	01/01/24	Less than 5 business days. Per hour.
File Search	T	\$ 200.00	03/01/23	\$ 206.60	01/01/24	Less than 5 business days. Based on 3 hours minimum.
Business, Liquor / Cannabis / Licenses	E	\$ 200.00	03/01/23	\$ 206.60	01/01/24	Less than 5 business days. Based on 3 hours minimum.
<b>Open Air Burning:</b>						
Response to open burn complaint	E	\$ 254.95	03/01/23	\$ 271.52	01/01/24	Non-compliant with by-law only, 1/2 hour minimum. Applicable after one documented warning to property owner for duration of ownership.
Open Air Burning Permit One-time Inspection fee	E	\$ 92.52	03/01/23	\$ 95.57	01/01/24	First permit requires an inspection. Non-transferable to other properties with same owner or upon sale of property to new owner.
Open Air Burning Permit Renewal, per permit	E	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Based on cost recovery.
<b>Facilities &amp; Equipment:</b>						
<b>Training Tower:</b>						
- Rental	T	\$ 318.68	03/01/23	\$ 329.20	01/01/24	Full day.
- Consumables (water, straw, skids)	T	Variable	03/01/23			Based on cost recovery.
<b>Filling of Air Cylinders for:</b>						
- Area Industries	T	\$ 31.87	03/01/23	\$ 32.92	01/01/24	Per Cylinder.
- Area Fire Departments	T	\$ 28.78	03/01/23	\$ 29.73	01/01/24	Per Cylinder.
<b>Training:</b>						
Fit Testing (N95, SCBA)	T	\$ 64.25	03/01/23	\$ 66.37	01/01/24	Flat fee per fit test, Based on 1/2 hour per fit test.
Delivery of First Aid, CPR (not including course materials)	T	\$ 128.50	03/01/23	\$ 132.74	01/01/24	Per firefighter, Per hour.
Fire Extinguishers (including consumables)	T	\$ 250.00	03/01/23	\$ 400.00	01/01/24	Based on 4 hours @ 25 persons.
<b>False Alarms:</b>						
Greater than Two (2) per Month	E	\$ 1,000.00	01/01/97			Flat rate per false alarm over two (2) per month upon approval of Fire Chief. Approved by Council Dec. 9/96 Resolution No. 327
Failure to Notify	E	\$ 509.89	03/01/23	\$ 543.03	01/01/24	Failure to notify Fire Department when testing or working on alarm system; depending on occupancy classification & running assignment
Malicious	E	\$ 509.89	03/01/23	\$ 543.03	01/01/24	Minimum, up to one hour.
<b>Motor Vehicle Collisions:</b>						
Non-Resident per CFD vehicle, per hour	E	\$ 509.89	03/01/23	\$ 543.03	01/01/24	Fee is standard with MTO Rate. Per hour, Per Truck.
Consumables (i.e. absorbant, fire blanket, extinguishing agent, water, etc.)	T	NEW		Variable	01/01/24	Based on cost recovery.
<b>Plan Reviews:</b>						
Fire Safety Plans	T	\$ 154.20	03/01/23	\$ 175.77	01/01/24	Based on 3 hours minimum.
Emergency Response / Spills Response Plans	T	\$ 154.20	03/01/23	\$ 175.77	01/01/24	Based on 3 hours minimum.
<b>Risk &amp; Safety Management Plans (Propane)</b>						
- Existing 5000 USWG or less	T	\$ 300.00	03/01/23	\$ 309.90	01/01/24	Based on cost recovery.
- New/Modified 5000 USWG or less	T	\$ 600.00	03/01/23	\$ 619.80	01/01/24	Based on cost recovery.
- Existing greater than 5000 USWG	T	\$ 2,400.00	03/01/23	\$ 2,479.20	01/01/24	Based on cost recovery.
- New/Modified greater than 5000 USWG	T	\$ 3,000.00	03/01/23	\$ 3,099.00	01/01/24	Based on cost recovery.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
- Third Party Engineer or Other Firm Review	T	Variable	03/01/23			For complex and large sites, as determined by CFPO. Based on cost recovery.
Cost recovery for provision of:						
Combination Smoke and CO Alarms	T	Variable	03/01/23			Based on cost recovery.
Smoke Alarms	T	Variable	03/01/23			Based on cost recovery.
Carbon Monoxide Alarms	T	Variable	03/01/23			Based on cost recovery.
Consumables for Fire Suppression Operations (water, foam, assorbant, etc.)	T	NEW		Variable	01/24/01	Based on cost recovery.
Cost Recovery for Fire Investigation Purposes:						
Demolition	T	Variable	03/01/23			Based on cost recovery.
Security and Patrol	T	Variable	03/01/23			Based on cost recovery.
Fencing and Hoarding	T	Variable	03/01/23			Based on cost recovery.
Fire Investigation for Townships	T	\$ 60.00	03/01/23	\$ 61.98	01/01/24	Per investigator, Per hour.
After Hours Fire Investigation for Townships	T	\$ 90.00	03/01/23	\$ 92.97	01/01/24	Overtime rate Per investigator, Per hour.
Administration	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Per hour, Based on 1 hour minimum.
Consumables	T	NEW		Variable	01/01/24	Based on cost recovery.
Restoration Services	T	NEW		Variable	01/01/24	Based on cost recovery.
Cost Recovery for Exceptional Circumstances:						
Firefighting Personnel Overtime	T	\$ 128.50	03/01/23	\$ 132.74	01/01/24	Per firefighter, Per hour
Hire Specialized Rescue or Services	T	Variable	03/01/23			Based on cost recovery.
Demolition	T	Variable	03/01/23			Based on cost recovery.
Consumables	T	Variable	03/01/23			Based on cost recovery.
Fuel for Apparatus, Vehicles, Gas-Powered Equipment	T	Variable	03/01/23			Based on cost recovery.
Repair or Replace Damaged Equipment	T	Variable	03/01/23			Based on cost recovery.
Administration	T	\$ 71.96	03/01/23	\$ 74.33	01/01/24	Per hour, Based on 1 hour minimum.
<b>Cost Recovery for Provision of Specialized Services:</b>						
Technical Rope Rescue (Hazardous Activity)	T	Variable	03/01/23			Based on cost recovery.
Hazmat or TDG (Consumables or Damaged Equipment)	T	Variable	03/01/23			Based on cost recovery.
Confined Space Rescue (Hazardous Activity)	T	Variable	03/01/23			Based on cost recovery.
Water/Ice Rescue (Hazardous Activity)	T	Variable	03/01/23			Based on cost recovery.
<b>FINANCIAL SERVICES</b>						
<b>BUDGET &amp; FINANCE</b>						
Returned Cheques	E	\$ 35.00	4/1/2013			Rate covers internal costs and TD NSF fee
Point of Sale (POS) Web Fee - per transaction	E	\$ 1.00	6/21/2010			Report Corpserv/10-131 approved by Council June 21, 2010. Resolution# 129.
Annual City Budgets (Package)	T	\$ 150.00	4/1/2010			
Municipal Rate Review	T	\$ 16.00	4/1/2010			
<b>TAXATION</b>						
Tax Sale Pending Letters &/or Rent Attornment Letters - Notification to Owner	E	\$ 210.00	3/1/2023	\$ 215.00	01/01/24	Recovery of costs for calls / arrangements / follow-up - 3 yr. letter
Tax Sale Pending Letters - Notification to Interested Parties / Title Search						Recovery of costs including the cost of the search that is conducted by City's solicitors, and the additional time needed to deal with additional parties.
1-3 interested parties	E	\$ 420.00	3/1/2023	\$ 434.00	01/01/24	Increase to reflect inflation.
4-6 interested parties	E	\$ 630.00	3/1/2023	\$ 651.00	01/01/24	Increase to reflect inflation.
7+ interested parties	E	\$ 840.00	3/1/2023	\$ 868.00	01/01/24	Increase to reflect inflation.
Hand Delivery of Tax Sale Notice to Property Owner	E	\$ 210.00	3/1/2023	\$ 217.00	01/01/24	Increase to reflect inflation.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Preparation & Registration - Tax Arrears Certificate	E	\$ 315.00	3/1/2023	\$ 325.00	01/01/24	Increase to reflect inflation.
Preparation of Statutory Declaration and Preparation & Delivery of Notice of Tax Registration to Property Owner and Interested Parties						Recovery costs including the cost of the search that is conducted by City's solicitors, and the additional time needed to deal with additional parties.
1-3 interested parties	E	\$ 420.00	3/1/2023	\$ 434.00	01/01/24	Increase to reflect inflation.
4-6 interested parties	E	\$ 630.00	3/1/2023	\$ 651.00	01/01/24	Increase to reflect inflation.
7+ interested parties	E	\$ 840.00	3/1/2023	\$ 868.00	01/01/24	Increase to reflect inflation.
Preparation & Delivery of Final Notice of Tax Registration to Property Owner and Interested Parties						Recovery of costs including the cost of the search that is conducted by City's solicitors, and the additional time needed to deal with additional parties.
1-3 interested parties	E	\$ 420.00	3/1/2023	\$ 434.00	01/01/24	Increase to reflect inflation.
4-6 interested parties	E	\$ 630.00	3/1/2023	\$ 651.00	01/01/24	Increase to reflect inflation.
7+ interested parties	E	\$ 840.00	3/1/2023	\$ 868.00	01/01/24	Increase to reflect inflation.
Preparation of Extension Agreement, Report to Council & Corresponding Bylaw	E	\$ 420.00	3/1/2023	\$ 434.00	01/01/24	Increase to reflect inflation.
Preparation and Registration of Tax Sale Cancellation Certificate	E	\$ 525.00	3/1/2023	\$ 536.00	01/01/24	Includes breakdown of costs and two copies of the Tax Arrears Cancellation Certificate
Breakdown of Tax Registration Costs	E	\$ 158.00	3/1/2023	\$ 163.00	01/01/24	Increase to reflect inflation.
Tax Sale Processing - Internal Costs	E	10% Surcharge on External Fees	3/1/2020			Capture internal staff resource costs associated with tax sale processing at each phase of the program when fees are added by our external vendor
Tax Arrears Notice Fee	E	\$ 5.25	3/1/2023	\$ 5.50	01/01/24	Increase to reflect inflation.
Duplicate Tax Receipts / Bills (per Roll #, per year)	T	\$ 10.00	3/1/2023			Free option available in mywater - accounts for increase cost of modifying PDF reports to match need of customers.
Tax Certificates & Local Improvement Statements	E	\$ 64.00	3/1/2023	\$ 66.00	01/01/24	Increase to reflect inflation.
Copies of Tax Records (per Roll #, per year)	T	\$ 10.00	3/1/2023			Free option available in mywater - accounts for increase cost of modifying PDF reports to match need of customers.
Accounts Receivable Interest Rate	E	2%	3/1/2023	1.25%	01/01/24	Reduction to bring in line with tax and water fees.
Research Work on Taxes/Assessment; Information on Escalating Leases (rate per hour - 1 hour minimum)	T	\$ 145.00	1/1/2021	\$ 150.00	01/01/24	Increase to reflect inflation.
Tax Inquiries (for mortgage companies / ownership confirmation)	T	\$ 10.00	3/1/2023			Statement of account - can be combined
Photocopying of Assessment Rolls / Tax-related items:						
First page - photocopying charge	T	\$ 1.90	4/1/2008	\$ 2.00	01/01/24	
Each continuous page - " charge	T	\$ 0.48	4/1/2008	\$ 0.50	01/01/24	
Admin Fee (Credit Investigation, Refund/Transfer Request, Other Special Requests)	T	\$ 26.00	3/1/2023	\$ 27.00	01/01/24	Increase to reflect inflation.
Tax Pre-authorized Chequing Re-start	T	\$ 26.00	3/1/2023			
Property Ownership Changes	E	\$ 43.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
Mortgage Administration Fee	E	\$ 15.00	3/1/2023			
Tax Roll Additions	T	\$ 52.00	3/1/2023	\$ 54.00	01/01/24	Increase to reflect inflation.
2 Year Letters/Year end Arrears Notification	E	\$ 52.00	3/1/2023	\$ 54.00	01/01/24	Increase to reflect inflation.
Fees for Apportionments:						
Set-up for Residential Type Lots	E	\$ 525.00	3/1/2023	\$ 255.00	01/01/24	Correction - \$525.00 appears to have been a 2023 error.
Fee per lot per apportionment	E	\$ 525.00	3/1/2023	\$ 102.00	01/01/24	Correction - \$525.00 appears to have been a 2023 error.
Set-up fee for Non-Residential Lots	E	\$ 525.00	3/1/2023	\$ 542.00	01/01/24	Increase to reflect inflation.
Fee per lot per apportionment	E	\$ 525.00	3/1/2023	\$ 255.00	01/01/24	Correction - \$525.00 appears to have been a 2023 error.
<b>ECONOMIC DEVELOPMENT</b>						
Certificate of Compliance Letter	T	\$ 200.00	4/1/2014	\$ 207.00	01/01/24	Increase to reflect inflation.

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Release of Development Covenants	T	\$ 475.00	4/1/2007	\$ 492.00	01/01/24	Increase to reflect inflation. Current fee reflects solicitor's time and registration costs in preparing documentation to release development covenants, prepare by-laws, etc. when required by purchaser's solicitor.
Special Agreements	T	\$ 475.00	4/1/2013			This fee recovers costs associated with special development agreements or amendments to agreements initiated by the property owner/developer. The City does not charge for preparation of Agreements of Purchase and Sale for City owned industrial land sales.
Film Project Administration (Complex)	T	\$ 1,000.00	4/1/2013			For complex film projects administration fee reflects administrative services provided to production companies. Non profit organizations would be exempt from this fee.
Film Project Administration (Basic)	T	\$ 500.00	4/1/2013			For straight forward film projects administration fee reflects administrative services provided to production companies. Non profit organizations would be exempt from this fee.
<b>ENGINEERING SERVICES</b>						
<b>Municipal Consent</b>						
Municipal Consent	T	\$ 570.00	3/1/2023	\$ 590.00	01/01/24	Increase to reflect inflation.
<b>Publication Distribution Boxes</b>						
1-10 boxes annually	T	\$ 175.00	3/1/2023	\$ 180.00	01/01/24	Increase to reflect inflation.
11-50 boxes annually	T	\$ 400.00	3/1/2023	\$ 410.00	01/01/24	Increase to reflect inflation.
51+ boxes annually	T	\$ 570.00	3/1/2023	\$ 590.00	01/01/24	Increase to reflect inflation.
<b>Traffic Data</b>						
8 Hr. Turning Movement Count Summary	T	\$ 133.00	3/1/2023	\$ 137.00	01/01/24	Increase to reflect inflation.
24 Hr.Auto. Traffic Recorder Summary	T	\$ 77.00	3/1/2023	\$ 79.00	01/01/24	Increase to reflect inflation.
Collision Diagram	T	\$ 100.00	3/1/2023	\$ 103.00	01/01/24	Increase to reflect inflation.
Access Permit Fee	T	\$ 150.00	3/1/2023	\$ 175.00	01/01/24	Rate increase to move towards cost recovery.
Highway Encroachment/Easement Fee	T	\$ 560.00	3/1/2023	\$ 580.00	01/01/24	Increase to reflect inflation.
Sidewalk Terrace (Patio) Application Fee	E	\$ 250.00	3/1/2023	\$ 275.00	01/01/24	Rate increase to move towards cost recovery.
<b>On Street Parking</b>						
Zone 1 - Hourly Rate	T	\$ 1.73	3/1/2023	\$ 1.77	01/01/24	Increase to reflect inflation.
Zone 2 - Hourly Rate	T	\$ 1.42	3/1/2023	\$ 1.46	01/01/24	Increase to reflect inflation.
<b>Off Street Parking</b>						
Zone 1 - Hourly Rate	T	\$ 1.77	3/1/2023	\$ 1.99	01/01/24	Increase to reflect inflation.
Zone 1 - Daytime Maximum	T	\$ 8.85	3/1/2023	\$ 9.96	01/01/24	Increase to reflect inflation.
Zone 1 - 24 Hour Maximum	T	\$ 11.95	3/1/2023	\$ 13.27	01/01/24	Increase to reflect inflation.
Zone 1 - Weekly Maximum	T	\$ 34.51	3/1/2023	\$ 38.94	01/01/24	Increase to reflect inflation.
Zone 2 - Hourly Rate	T	\$ 1.46	3/1/2023	\$ 1.55	01/01/24	Increase to reflect inflation.
Zone 2 - Daytime Maximum	T	\$ 7.52	3/1/2023	\$ 8.41	01/01/24	Increase to reflect inflation.
Zone 2 - 24 Hour maximum	T	\$ 10.18	3/1/2023	\$ 11.06	01/01/24	Increase to reflect inflation.
Zone 2 - Weekly Maximum	T	\$ 29.20	3/1/2023	\$ 32.74	01/01/24	Increase to reflect inflation.
Zone 3 - Hourly Rate	T	\$ 1.24	3/1/2023	\$ 1.33	01/01/24	Increase to reflect inflation.
Zone 3 - Daytime Maximum	T	\$ 6.64	3/1/2023	\$ 7.52	01/01/24	Increase to reflect inflation.
Zone 3 - 24 Hour Maximum	T	\$ 8.85	3/1/2023	\$ 9.51	01/01/24	Increase to reflect inflation.
Zone 3 - Weekly Maximum	T	\$ 25.66	3/1/2023	\$ 27.43	01/01/24	Increase to reflect inflation.
<b>Monthly Parking Permits</b>						
Zone 1 - Daytime/Residential Permit	T	\$ 91.00	3/1/2023	\$ 94.00	01/01/24	Increase to reflect inflation.
Zone 1 - 24 Hour Permit	T	\$ 106.00	3/1/2023	\$ 110.00	01/01/24	Increase to reflect inflation.
Zone 2 - Daytime/Residential Permit	T	\$ 81.00	3/1/2023	\$ 83.00	01/01/24	Increase to reflect inflation.
Zone 2 - 24 Hour Permit	T	\$ 93.00	3/1/2023	\$ 96.00	01/01/24	Increase to reflect inflation.
Zone 3 - Daytime/Residential Permit	T	\$ 70.00	3/1/2023	\$ 72.00	01/01/24	Increase to reflect inflation.
Zone 3 - 24 Hour Permit	T	\$ 81.00	3/1/2023	\$ 83.00	01/01/24	Increase to reflect inflation.

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Zone 4 - Non-Core Residential Lot Permit	T	\$ 60.00	3/1/2023	\$ 62.00	01/01/24	Increase to reflect inflation.
Monthly Parking Permit Replacement Fee	T	\$ 16.00	3/1/2023	\$ 16.50	01/01/24	Increase to reflect inflation.
Cash-in-Lieu of Parking Levy/Space	E	\$ 10,000.00	4/1/2012			Cash in Lieu fees consolidated for all Core Areas. Fee reflects costs of A Grade Parking needs.
All Core Areas						
Reserved Parking Permits On-Street (Licensed Vehicles) Rate/Space/Day	T	\$ 20.00	3/1/2023	\$ 21.00	01/01/24	Increase to reflect inflation.
Taxi Cab Stand Rate/Month/Space	T	\$ 45.00	3/1/2023	\$ 46.00	01/01/24	Increase to reflect inflation.
Electric Vehicle Charging - Off Street	T	\$ 1.77	3/1/2023	\$ 1.81	01/01/24	Increase to reflect inflation.
Electric Vehicle Charging - On Street	T	\$ 1.77	3/1/2023	\$ 1.81	01/01/24	Increase to reflect inflation.
Private Property Officer Fee - New Officer	T	\$ 165.00	3/1/2023	\$ 175.00	01/01/24	Rate increase to move towards cost recovery.
Private Property Officer Fee - Change In Officer	T	\$ 110.00	3/1/2023	\$ 120.00	01/01/24	Rate increase to move towards cost recovery.
Transportation Impact Study Review	E	\$ 400.00	3/1/2023	\$ 500.00	01/01/24	Rate increase to move towards cost recovery.
<b>Environmental Compliance Approvals:</b>						Increased fee to facilitate the new Consolidated Linear Infrastructure (CLI) Environmental Compliance Approval (ECA) downloaded from the Ministry of Environment, Conservation and Parks (MECP) to municipalities. The new CLI ECA process allows municipalities to collect a fee to complete the review and directly provide approval of submitted applications.
Administrative Processing Fee	E	\$ 1,000.00	3/1/2023			
Stormwater Management Ponds	E	\$ 6,000.00	3/1/2023			
Storm & Sanitary Sewers	E	\$ 3,000.00	3/1/2023			
Sanitary Pumping Station	E	\$ 5,000.00	3/1/2023			
Sewer Servicing Capacity Assessments - this is a stand alone item and should not be under the Environmental Compliance Approvals	E	\$ 175.00	3/1/2023			Sewer Capacity Assessments - under 5 units no assessment is required.
<b>Info. Inquiries</b>						
Municipal Servicing Inquiry	T	\$ 70.00	3/1/2023	72.00	01/01/24	
Local Improvement Inquiry	T	\$ 60.00	3/1/2023	62.00	01/01/24	
One Foot Reserve Inquiry	T	\$ 120.00	3/1/2023	124.00	01/01/24	
Easement Inquiry	T	\$ 120.00	3/1/2023	124.00	01/01/24	
Fire Flow Information	T	\$ 27.00	3/1/2023	28.00	01/01/24	
<b>Special Events/Filming Events</b> Application Admin. Fee/Event	E	\$ 105.00	3/1/2023	\$ 110.00	01/01/24	Increase to reflect inflation.
Private Service Estimate Fee (Flat Rate)- Non Refundable	T	\$ 250.00	3/1/2023	\$ 260.00	01/01/24	Rate increase to move towards cost recovery.
<b>Highway Occupancy Permit:</b> Highway Occupancy Permit	T	\$ 175.00	3/1/2023	\$ 200.00	01/01/24	Rate increase to move towards cost recovery.
Erosion Control Financial Security	E	\$ 5,000.00	1/1/2006			The Erosion Control Financial Security is for compliance to City approved site plan and drainage plans.
Lot Grading Certification Inquiry	T	\$ 250.00	4/1/2014			
Subdivision Engineering Overhead Recovery	T	4.50%	1/1/2022			
Grading Permit to Max of \$7000	E	\$500.00 (Admin) \$100.00/ha \$100.00/ha ext	4/1/2010			Rates set by by-law 160-09
Grading Deposit	E	\$ 4,000.00	4/1/2013			Charges to support the building permit application. (lots not under the authority of a Subdivision Agreement) - refundable following final grading approval.

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<b>WATER &amp; SEWER</b>						
<b>Service Charges - Residential</b>						
<b>Water Shut-Off or Turn On</b> 7am - 11pm; Mon-Thurs (not incl. Stat Holidays) 7am - 3pm Fri.(not incl. Stat Holidays)	T	\$ 130.00	1/1/2023			Charges are applied when service is turned off. No charges are applied to turn water back on. Single charge for both.
Outside above hours	T	Time & Equipment +35% (minimum charge \$130)	1/1/2023			Charges are applied when service is turned off. No charges are applied to turn water back on. Single charge for both.
Interest on Overdue Water Accounts	E	1.25%	1/1/2023			Sufficient to cover costs of non-payment and encourage payment ahead of due date.
<b>Service Charges - (Commercial/Industrial)</b>						
<b>Water Shut-Off or Turn On</b> <b>(All Hours)</b>	T	Time & Equipment +35% (minimum charge \$130)	1/1/2023			Charges are applied independently when turning water off and when turning water back on. Charges to apply for each visit, whether turning ON or OFF.
<b>Water Supply Investigation - Residential</b> <b>(Private Issue)</b> (i.e. Poor Pressure, No Water, Frozen)	T	\$ 130.00	1/1/2023			To be waived at the discretion of the Director of Environmental Services.
<b>Water Supply Investigation - Commercial/ Industrial</b> <b>(Private Issue)</b> (i.e. Poor Pressure, No Water)	T	Time & Equipment +35% (minimum charge \$130)	1/1/2023			To be waived at the discretion of the Director of Environmental Services.
<b>Notice of Disconnection for Non-Compliance</b>	T	<del>\$ 55.00</del>	<del>1/1/2023</del>	REMOVE		Rate no longer applicable.
Reconnection of Water Service for Non-Compliance (i.e. meter access, refusal to repair leak)	T	\$ 200.00	1/1/2023	\$ 300.00	01/01/24	Charge to recover costs incurred by City to administer a disconnection and reconnection of a water service due to a non-compliance with the Water Supply By-law 146-03.
Water Meter Dispute Investigation (Customer Requested)	T	\$ 225.00	1/1/2023	Time & Equipment + 3rd Party Testing Fee + 35% (minimum charge \$225)	01/01/24	Fee applies only when meter is shown to be accurate within +/- 5% of verification meter.
Temporary Water Meter Rental	T	\$500 Deposit + approved monthly fixed charge (size dependent)	1/1/2023			Does not include water volumetric charges. Volumetric and Fixed charges to be as per approved water/wastewater rates.
Water Meter Replacement (Damaged/Frozen) - All Sizes	T	Replacement Cost of Meter + Time & Equipment + 35%	1/1/2022			Fee applies where meter replacement is needed due to negligence by property owner to protect the meter.
Water/Sewer Cut & Cap Services (separate trenches)	T	less than 2" - \$6,950 2" and larger - \$8,100	1/1/2020	less than 2" - \$7,000 2" and larger - \$8,310	01/01/24	This fee is applied to each service being cut/capped. Fees to be applied to the cost of any new servicing in the same trench, if done at the same time.
Water/Sewer Cut & Cap Services (same trenches)	T	less than 2" - \$10,550 2" and larger - \$12,075	1/1/2020	less than 2" - \$10,825 2" and larger - \$12,390	01/01/24	This fee covers the cost of cut/cap for all services located in a shared trench. Fees to be applied to the cost of any new servicing in the same trench, if done at the same time.
Standard Volumetric Water Rate	E	\$ 2.61	1/1/2023	\$ 2.72	01/01/24	Compliance with approved financial plan for Water and Waste Water approved by Council

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Bulk Water Supply rate per m3	T	\$ 5.93	1/1/2023	\$ 6.20	01/01/24	Cost to reflect Water+Wastewater Rates + 15% (admin fee)	
<b>Water Fixed Charges/Month</b>							
19 mm or less	E	\$ 10.41	1/1/2023	\$ 10.74	01/01/24	Compliance with approved financial plan for water and waste water approved by Council.	
25 mm	E	\$ 26.04	1/1/2023	\$ 26.84	01/01/24		
37 mm	E	\$ 52.07	1/1/2023	\$ 53.68	01/01/24		
50 mm	E	\$ 83.31	1/1/2023	\$ 85.89	01/01/24		
75 mm	E	\$ 182.25	1/1/2023	\$ 187.88	01/01/24		
100 mm	E	\$ 312.42	1/1/2023	\$ 322.09	01/01/24		
150 mm	E	\$ 650.88	1/1/2023	\$ 671.01	01/01/24		
150mm Alternate (1)	E	\$ 170.27	1/1/2023	\$ 175.54	01/01/24		Alternate (1) Rates - for Fireline Meters for Condos and Housing Corps prior to Feb 1/10. Compliance with Council approved financial plan for water and waste water approved by Council November 12/12 Res #231 Report #TPW 47/12.
200 mm	E	\$ 833.13	1/1/2023	\$ 858.89	01/01/24		
200 mm Alternate (1)	E	\$ 241.18	1/1/2023	\$ 248.64	01/01/24		
250 mm	E	\$ 1,197.62	1/1/2023	\$ 1,234.66	01/01/24		
250 mm Alternate (1)	E	\$ <del>282.91</del>	<del>1/1/2024</del>	REMOVE			
<b>Standard Volumetric Sewer Rate</b>	E	\$ 2.55	1/1/2023	\$ 2.67	01/01/24	Compliance with approved financial plan for water and waste water approved by Council	
<b>Sewer Fixed Charge/Month</b>							
19 mm or less	E	\$ 7.39	1/1/2023	\$ 7.72	01/01/24	Compliance with approved financial plan for water and waste water approved by Council.	
25 mm	E	\$ 18.49	1/1/2023	\$ 19.30	01/01/24		
37 mm	E	\$ 36.97	1/1/2023	\$ 38.59	01/01/24		
50 mm	E	\$ 59.15	1/1/2023	\$ 61.75	01/01/24		
75 mm	E	\$ 129.40	1/1/2023	\$ 135.07	01/01/24		
100 mm	E	\$ 221.82	1/1/2023	\$ 231.55	01/01/24		
150 mm	E	\$ 462.13	1/1/2023	\$ 482.39	01/01/24		
200 mm	E	\$ 591.53	1/1/2023	\$ 617.46	01/01/24		
250 mm	E	\$ 850.32	1/1/2023	\$ 887.59	01/01/24		
Water Certificates	E	\$ 64.00	1/1/2023	\$ 65.00	01/01/24		
Final Reads	E	\$ 30.00	1/1/2013			To cover cost of doing final reads and billings on properties being vacated by our current water customer. Compliance with Council approved financial plan for water and waste water approved by Council November 12/12 Res #231 Report #TPW 47/12.	
New Account Set-up	E	\$ 25.00	1/1/2011				
Notice to Transfer/Disconnect	E	\$ 52.00	1/1/2023	\$ 53.00	01/01/24	To cover the cost of monitoring an account and in arrears, having a letter hand delivered advising customer of a water shut off if the account is not paid. This does not include the cost of shutting off the meter and turning on the meter. Compliance with Council approved financial plan for water and waste water approved by Council November 12/12 Res #231 Report #TPW 47/12.	
Statement of Account & Consumption	T	\$ 10.00	1/1/2023	\$ 10.00	01/01/24	To cover the cost of printing a transaction and consumption report for a customer - each bill shows 7 consumption periods. Increase cost beyond inflation to cover cost of PDF modification requirements of customer statement requests.	
<b>Clear Sewer Lateral Blocks (≤100mm)</b>							

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7am - 5pm; Mon-Fri (not incl. Stat Holidays)	T	\$ 210.00	1/1/2023	\$ 217.00	01/01/24	Fee is applied only for blockages that are found to be located on private property. Inflationary increase of 3.3% for 2024.
All Other Hours	T	Time & Equipment + 35% (Ovhd)	1/1/2023	Time & Equipment + 35% (minimum charge \$217)	01/01/24	Fee is applied only for blockages that are found to be located on private property. Inflationary increase of 3.3% for 2024.
<b>Clear Sewer Lateral Blocks (&gt;100mm)</b>						
7am - 5pm; Mon-Fri (not incl. Stat Holidays)	T	\$ 330.00	1/1/2023	\$ 341.00	01/01/24	Fee is applied only for blockages that are found to be located on private property. Inflationary increase of 3.3% for 2024.
All Other Hours	T	Time & Equipment + 35% (Ovhd)	1/1/2023	Time & Equipment + 35% (minimum charge \$341)	01/01/24	Fee is applied only for blockages that are found to be located on private property. Inflationary increase of 3.3% for 2024.
Wastewater Rebate Application Fee	T	\$ 250.00	1/1/2023			Rebate application involves site visit by meter tech/plumber, review of process control schematics & drawings, and administration of account configuration.
Spill Response Administration Fee (applied per day until spill is cleaned up)	T	\$ 250.00	1/1/2023	\$350 Initial Response + \$150 each day thereafter (until spill is cleaned up)	01/01/24	Administrative fee provides cost recovery for inside staff time to coordinate spill cleanup and communicate with governing agencies.
Spill Response Field Work	T	Time & Equipment + 35% (Ovhd)	1/1/2023			Fees apply to all work by outside staff in performing spill containment, clean-up and oversight of spill clean-up.
<b>ROADS</b>						
<b>Concrete Installation</b>						
Concrete Sidewalk/m <sup>2</sup>	T	\$ 135.00	03/01/23	\$ 145.00	01/01/24	Rate increase to move towards cost recovery.
Premium Restoration (within Core Area)	T	Time & Materials + 37% + HOP Fee + applicable taxes	01/01/22			
Concrete Curb and Gutter/m	T	\$ 141.00	03/01/23	\$ 146.00	01/01/24	Rate increase to move towards cost recovery.
Monolithic Sidewalk/ m <sup>2</sup> for a 1.22 m sidewalk (new)	T	NEW		\$ 291.00	01/01/24	New item added
Monolithic Sidewalk/ m <sup>2</sup> for 1.52 m sidewalk (new)	T	NEW		\$ 328.00	01/01/24	New item added
Concrete Driveway Ramps/m <sup>2</sup>	T	\$ 141.00	03/01/23	\$ 146.00	01/01/24	Rate increase to move towards cost recovery.
<b>Concrete Curb Cut</b>						
0 to 3 metres	T	\$ 158.00	03/01/23	\$ 225.00	01/01/24	Rate change based on updated contractor pricing.
3 to 6 metres	T	\$ 247.00	03/01/23	\$ 225.00	01/01/24	Rate change based on updated contractor pricing.
Greater than 6 metres (/metre)	T	\$ 49.00	03/01/23	\$ 35.00	01/01/24	Rate change based on updated contractor pricing.
<b>New Culvert Installation Application Fees</b>						
Non Residential - Appl. Install. Fee	T	Time & Materials + 37% + HOP Fee + applicable taxes	01/01/22	Time & Materials + 37% + HOP Fee + applicable taxes	01/01/24	Refer to the Fee structure for Highway Occupation Permits (HOP).
Residential installations/m Fee						
<b>Local Improvement Charges</b>						
Sanitary Sewers/Ft. Frontage	E	Cost+25%	03/01/23			
Sewer Connections - Each	E	Cost+25%	03/01/23			
Watermain/Ft. frontage	E	Cost+25%	03/01/23			

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Water Service - Each	E	Cost+25%	03/01/23			
<b>City Work Third Party Invoice</b>						
Labour & Benefits	T	Cost+37%	01/01/22			
Material	T	Cost+37%	01/01/22			
Equipment	T	Cost+37%	01/01/22			
Contract	T	Cost+37%	01/01/22			
<b>Special Events/Filming Events Traffic Control</b> (exempted applicants no charge)	T	Time & Equip + 37%	01/01/22			
<b>Emergency Road Closures/Signage</b>	T	Time & Equip + 37%	01/01/22			
<b>PLANNING &amp; DEVELOPMENT</b>						
<b>MISCELLANEOUS / PUBLICATIONS</b>						
Zoning By-law (3-ring binder)	T	\$ 103.00	3/1/2023	\$ 106.00	01/01/24	Increase to reflect inflation.
Zoning By-law Updates (per page) (minimum)	T	\$ 27.00	3/1/2023	\$ 28.00	01/01/24	Increase to reflect inflation.
Official Plan	T	\$ 106.00	3/1/2023	\$ 109.00	01/01/24	Increase to reflect inflation.
Staging of Development Report	T	\$ 43.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
Streetscape Plans / Urban Design Guidelines:						
- Main Street Urban Design Guidelines	T	\$ 43.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
- Downtown Urban Design Guidelines	T	\$ 43.00	3/1/2023	\$ 44.00	01/01/24	Increase to reflect inflation.
- Preston Streetscape Plan and Urban Design Guidelines	T	\$ 55.00	3/1/2023	\$ 60.00	01/01/24	Increase to reflect inflation.
- Hespeler Village Streetscape Plan and Urban Design Guidelines	T	\$ 55.00	3/1/2023	\$ 60.00	01/01/24	Increase to reflect inflation.
<b>DEVELOPMENT PLANNING</b>						
<b>SUBDIVISION - ADMINISTRATION FEES</b>						
Subdivision Release (including the negotiation thereof)	E	\$ 350.00	3/1/2023	\$ 3,000.00	01/01/24	Rate adjusted to match regional peers.
Letter re: Compliance with an adequate provision for the financial requirements of any subdivision servicing agreement or development agreement with respect to the lands and premises including payment of lot levies	E	\$ 97.00	3/1/2023	\$ 100.00	01/01/24	Increase to reflect inflation.
Request for Formal Pre-Consultation - Minor (Official Plan/ Zoning Amendment// Condominium/ Site Plans Applications)	E	\$ 1,622.00	3/1/2023	\$ 1,900.00	01/01/24	Rate adjusted to match regional peers.
Reactivation fee to process files that have been dormant for over 2 years:						
- Requiring Public Meeting	E	\$ 3,245.00	3/1/2023	\$ 3,330.00	01/01/24	Increase to reflect inflation.
- No Public Meeting Required	E	\$ 1,082.00	3/1/2023	\$ 1,110.00	01/01/24	Increase to reflect inflation.
<b>Official Plan Amendment Application</b> (minor) (complex / major)	E	\$ 19,600.00	3/1/2023	\$ 20,000.00	01/01/24	Rate adjusted to match regional peers.
<b>Zoning By-law Amendment Application</b> -Minor applications involving a single detached dwelling unit (minimum) -Minor applications - Non-Residential or Residential with two or more units -Complex / Major	E	\$ 7,000.00	3/1/2023	\$ 18,000.00	01/01/24	Rate adjusted to match regional peers.
<b>Plan of Subdivision Application</b> (minimum)	E	\$ 11,400.00	3/1/2023	\$ 25,000.00	01/01/24	

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Plus: per ha of land OR per unit (whichever is greater)	E	\$ 216.00	3/1/2023	\$ 200.00	01/01/24	Rate adjusted to match regional peers.
(maximum)	E	\$ 216.00	3/1/2023	\$ 200.00	01/01/24	
	E	\$ 24,500.00	3/1/2023	\$ 50,000.00	01/01/24	
<b>Combined Official Plan Amendment AND Zoning By-law Amendment Applications</b>						
(minor)	E	\$ 23,000.00	3/1/2023	\$ 28,000.00	01/01/24	Rate adjusted to match regional peers.
(complex / major)	E	\$ 40,000.00	3/1/2023	\$ 45,000.00	01/01/24	
Official Plan and/or Zoning Amendment - Peer Review Assessment Deposit	E	\$ 6,500.00	3/1/2023	\$ 10,000.00	01/01/24	Rate adjusted to match regional peers.
Peer Review Of Studies - Administration Fee per study		NEW		\$ 600.00	01/01/24	
Applicant Initiated Revision to the Above 4 Applications:						
- Requiring Public Meeting	E	\$ 3,600.00	3/1/2023	\$ 6,000.00	01/01/24	Rate adjusted to match regional peers.
- No Public Meeting required	E	\$ 1,200.00	3/1/2023	\$ 3,200.00	01/01/24	
Applicant Initiated Deferral of Above 4 Applications	E	\$ 1,700.00	3/1/2023			
Applicant Initiated Extension to Draft Subdivision Approval	E	\$ 1,700.00	3/1/2023			
Plan of Condominium Application:						
- No Public Meeting required	E	\$ 4,800.00	3/1/2023	\$ 8,000.00	01/01/24	Rate adjusted to match regional peers.
- Requiring a Public Meeting	E	\$ 7,100.00	3/1/2023	\$ 7,300.00	01/01/24	
- Vacant Land Condominium	E	\$ 9,500.00	3/1/2023	\$ 11,700.00	01/01/24	
- Condo Conversion	E	\$ 9,500.00	3/1/2023	\$ 9,800.00	01/01/24	
- Exemption	E	NEW		\$ 4,000.00	01/01/24	
Applicant Initiated Revision to Condominium	E	\$ 1,600.00	3/1/2023	\$ 2,500.00	01/01/24	Rate adjusted to match regional peers.
- Registration Release per Phase	E	NEW		\$ 2,000.00	01/01/24	
Preparation/Registration of Subdivision Servicing Agreements	E	\$ 2,300.00	3/1/2023	\$ 2,400.00	01/01/24	Increase to reflect inflation.
-Phases Requiring an MOE Certificate of Approval for municipal water supply	E	\$ 2,500.00	3/1/2023	\$ 2,600.00	01/01/24	Increase to reflect inflation.
<b>Site Plan Application and Inspections</b>						
Standard application (minimum)	E	\$ 10,500.00	3/1/2023	\$ 11,100.00	01/01/24	Rate adjusted to match regional peers.
Complex application (minimum)	E	\$ 21,000.00	3/1/2023	\$ 23,000.00	01/01/24	
Applicant Initiated Revision to Site Plan	E	\$ 5,800.00	3/1/2023	\$ 6,000.00	01/01/24	
Minor (Separate Telecom Tower from Minor SP in Amanda)	E	NEW		\$ 6,900.00	01/01/24	
- minor red line revisions	E	\$ 1,800.00	3/1/2023	\$ 1,900.00	01/01/24	
Site Plan 3rd and subsequent resubmission for major changes	E	\$ 1,600.00	3/1/2023	\$ 1,700.00	01/01/24	
Telecom Tower - Site Review	E	\$ 1,170.00	3/1/2023	\$ 2,500.00	01/01/24	Rate adjusted to match regional peers.
Waiving Site Plan Control	E	\$ 600.00	3/1/2023	\$ 620.00	01/01/24	Increase to reflect inflation.
Partial Release of Letters of Credit Required by Site Plan Approval	E	\$ 600.00	3/1/2023	\$ 620.00	01/01/24	Increase to reflect inflation.
Reinspection of Site Plans re: Release of Letters of Credit	E	\$ 600.00	3/1/2023	\$ 620.00	01/01/24	Increase to reflect inflation.
Committee of Adjustment - Minor Variance	E	\$ 1,300.00	3/1/2023	\$ 2,100.00	01/01/24	Rate adjusted to match regional peers.
Committee of Adjustment - Consent	E	\$ 1,680.00	3/1/2023	\$ 2,800.00	01/01/24	Rate adjusted to match regional peers.
Consent for Easement as follow up to an approved severance	E	\$ 550.00	3/1/2023	\$ 560.00	01/01/24	Increase to reflect inflation.
Revision to Consent Conditions Requested by Applicant after Committee approval	E	\$ 600.00	3/1/2023	\$ 1,200.00	01/01/24	Rate adjusted to match regional peers.
Bonusing Agreement Review	E	\$ 550.00	3/1/2023	\$ 560.00	01/01/24	Increase to reflect inflation.
Consent Certificate Stamping	E	\$ 270.00	3/1/2023	\$ 300.00	01/01/24	Increase to reflect inflation.

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Applicant Initiated Deferral of Committee of Adjustment Application requiring reissuance of notice	E	\$ 270.00	3/1/2023	\$ 280.00	01/01/24	Increase to reflect inflation.
LPAT Appeal - Minor variance and/or consent -where staff support application	E	\$ 2,710.00	3/1/2023	\$ 2,780.00	01/01/24	Increase to reflect inflation.
LPAT Appeal - All others where staff support application	E	\$ 8,120.00	3/1/2023	\$ 8,320.00	01/01/24	Increase to reflect inflation.
LPAT Record Preparation - COA	E	\$ 230.00	3/1/2023	\$ 240.00	01/01/24	Increase to reflect inflation.
LPAT Record Preparation - All Other	E	\$ 550.00	3/1/2023	\$ 560.00	01/01/24	Increase to reflect inflation.
Development Charges Inquiry/Search of Historical Development Charges Information on Site-Specific Basis	E	\$ 290.00	3/1/2023	\$ 300.00	01/01/24	Increase to reflect inflation.
Sign By-law Amendment Application	E	\$ 3,570.00	3/1/2023	\$ 3,660.00	01/01/24	Increase to reflect inflation.
Sign Variance Application	E	\$ 1,790.00	3/1/2023	\$ 1,830.00	01/01/24	Increase to reflect inflation.
Removal of (H) Holding Symbol Application	E	\$ 1,790.00	3/1/2023	\$ 3,500.00	01/01/24	Rate adjusted to match regional peers.
Part Lot Control Exemption By-law Application: - per unit and/or lot (maximum)	E E	\$ 600.00 \$ 11,740.00	3/1/2023 3/1/2023	\$ 620.00 \$ 12,030.00	01/01/24 01/01/24	Increase to reflect inflation. Increase to reflect inflation.
<b>Letters of Compliance re:</b> 1. Building Permits and Compliance with Building Code 2. Minimum Standards Compliance 3. Zoning and Permitted Use Compliance 4. Compliance of Site Development Specifications 5. LNC Compliance Letter						
Flat fee for any or all of the above four questions.	E	\$ 290.00	3/1/2023	\$ 300.00	01/01/24	Increase to reflect inflation.
Flat fee for any or all of the above four questions if recovery of files is required from off-site storage to provide a response within 5 day turnaround period.	E	\$ 550.00	3/1/2023	\$ 560.00	01/01/24	Increase to reflect inflation.
5. Official Plan Designation	E	\$ 165.00	3/1/2023	\$ 170.00	01/01/24	
6. Variances Authorized by the Committee of Adjustment	E	\$ 165.00	3/1/2023	\$ 170.00	01/01/24	Increase to reflect inflation.
7. Subdivision and Site Plan Agreement Compliance	E	\$ 378.00	3/1/2023	\$ 390.00	01/01/24	
E-mail Response to Inquiry re: #3 (above) - Zoning and Permitted Use Compliance #5 (above) - Official Plan Designation	E E	\$ 165.00 \$ 165.00	3/1/2023 3/1/2023	\$ 170.00 \$ 170.00	01/01/24 01/01/24	Increase to reflect inflation.
<b>POLICY PLANNING</b>						
<b>Heritage Impact Assessment Review</b>						
Full	E	\$ 583.00	3/1/2023	\$ 600.00	01/01/24	Increase to reflect inflation.
Scoped	E	\$ 357.00	3/1/2023	\$ 370.00	01/01/24	
Written response to Ontario Heritage Act Designation Inquiry	E	\$ 160.00	3/1/2023			
Written response to Environmental Records Inquiry	E	\$ 160.00	3/1/2023			
<b>BUILDING SERVICES</b>						
<b>Sign Inspection and Approval Fees</b>						
Per Sign	E	\$ 65.00	03/01/23	\$ 67.15	01/01/24	Increase to reflect inflation.
PLUS per \$1,000 value of sign including first \$1,000 of value	E	\$ 65.00	03/01/23	\$ 67.15	01/01/24	Increase to reflect inflation.
Minimum Sign Permit Fee	E	\$ 146.00	03/01/23	\$ 150.82	01/01/24	Increase to reflect inflation.
Special Sign Permit Fee (Construction/erection/placement before permit issued)	E	Double the permit fee	01/01/90			Reflects additional processing costs and is consistent with other permit fees.
<b>Drain Layers Licenses</b>						

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Licensed Drain Layer	E	\$ 107.00	03/01/23	\$ 111.00	01/01/24	Increase to reflect inflation.
Drain Layer Contractor	E	\$ 127.00	03/01/23	\$ 132.00	01/01/24	Increase to reflect inflation.
Backflow Prevention Device Tester	E	\$ 91.00	03/01/23	\$ 94.00	01/01/24	Increase to reflect inflation.
Drain Layers Exam	E	\$ 65.00	03/01/23	\$ 67.00	01/01/24	Increase to reflect inflation.
Reciprocal Licensing letter re Drain Layers	E	\$ 37.00	03/01/23	\$ 38.00	01/01/24	Increase to reflect inflation.
Liquor License Approval Letters	E	\$ 70.00	03/01/23	\$ 72.00	01/01/24	Increase to reflect inflation.
Municipal House Number Change Request	E	\$ 118.00	03/01/23	\$ 122.00	01/01/24	Increase to reflect inflation.
Duplicate Copy of Construction Permit or Permit Status	E	\$ 38.00	03/01/23	\$ 39.00	01/01/24	Increase to reflect inflation.
File Search Fee for Access to Building Permit Records through Routine Disclosure	E	\$ 38.00	03/01/23	\$ 39.00	01/01/24	Fees established for Access to Building Permit Records and Information through routine disclosure.
Photocopies & Computer Page Printout	E	\$ 0.20	03/01/23	\$ 0.21	01/01/24	Fees established for Access to Building Permit Records and Information through routine disclosure.
Developing a computer program or other method of producing a record from machine readable record - per 1/4 hour	E	\$ 15.00	03/01/23	\$ 15.50	01/01/24	Fees established for Access to Building Permit Records and Information through routine disclosure.
Record Preparation for Release - per 1/4 hour	E	\$ 9.50	03/01/23	\$ 9.81	01/01/24	Fees established for Access to Building Permit Records and Information through routine disclosure.
<b>BUILDING PERMIT FEES</b>						
<b>CONSTRUCTION - New buildings, additions, mezzanines:</b>						
<b>Group A: Assembly</b>						
Building Shell Only (per sq. ft.)	E	\$ 2.57	03/01/23	\$ 2.66	01/01/24	Increase to reflect inflation.
Building Finished (per sq. ft.)	E	\$ 2.92	03/01/23	\$ 3.02	01/01/24	Increase to reflect inflation.
Outdoor Patio (flat fee)	E	\$ 223.00	03/01/23	\$ 231.00	01/01/24	Increase to reflect inflation.
Outdoor Public Pool (flat fee)	E	\$ 1,012.00	03/01/23	\$ 1,046.00	01/01/24	Increase to reflect inflation.
<b>Group B: Institutional</b>						
Building Shell Only (per sq. ft.)	E	\$ 2.76	03/01/23	\$ 2.85	01/01/24	Increase to reflect inflation.
Building Finished (per sq. ft.)	E	\$ 3.31	03/01/23	\$ 3.42	01/01/24	Fee increase based on comparison of rates in other local municipalities and overall analysis of cost recovery for building division operations
<b>Group C: Residential</b>						
SFD, Semi, Row, Townhouse, Duplex (per sq. ft.)	E	\$ 1.58	03/01/23	\$ 1.63	01/01/24	Increase to reflect inflation.
Garage/Carport (per sq. ft.)	E	\$ 0.47	03/01/23	\$ 0.49	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
Shed (residential)(per sq. ft.)	E	\$ 0.47	03/01/23	\$ 0.49	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
Deck (residential)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
Manufactured Homes (per sq. ft.)	E	\$ 1.40	03/01/23	\$ 1.44	01/01/24	Increase to reflect inflation.
Apartment Building (Buildings classified as Part 3 Buildings under Building Code) (per sq. ft.)	E	\$ 1.75	03/01/23	\$ 1.81	01/01/24	Fee increase based on comparison of rates in other local municipalities and overall analysis of cost recovery for building division operations
Hotels/Motels (per sq. ft.)	E	\$ 2.46	03/01/23	\$ 2.54	01/01/24	Increase to reflect inflation.
Residential Care Facility (per sq. ft.)	E	\$ 2.19	03/01/23	\$ 2.27	01/01/24	Increase to reflect inflation.
<b>Group D: Business and Personal Services</b>						
Office Buildings (shell) (per sq. ft.)	E	\$ 2.05	01/01/22	\$ 2.12	01/01/24	Increase to reflect inflation.
Office Buildings (finished) (per sq. ft.)	E	\$ 2.34	01/01/22	\$ 2.42	01/01/24	Increase to reflect inflation.
<b>Group E: Mercantile</b>						
Retail Stores (shell) (per sq. ft.)	E	\$ 1.50	03/01/23	\$ 1.55	01/01/24	Fee increase based on comparison of rates in other local municipalities and overall analysis of cost recovery for building division operations.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Retail Stores (finished) (per sq. ft.)	E	\$ 1.74	03/01/23	\$ 1.80	01/01/24	Increase to reflect inflation.
<b>Group F: Industrial</b>						
Warehouse, factories (shell) (per sq. ft.)	E	\$ 0.86	03/01/23	\$ 0.89	01/01/24	Increase to reflect inflation.
Warehouse, factories (finished) (per sq. ft.)	E	\$ 1.16	03/01/23	\$ 1.19	01/01/24	Fee increase based on comparison of rates in other local municipalities and overall analysis of cost recovery for building division operations.
<b>Building Permit Rebate Program - In addition to the required building permit fee, the following building permit fee shall apply as part of the Building Permit Rebate Program:</b>						Permit Rebate Program implemented to reduce the # of outstanding permits. Additional fee may be eligible for rebate following final inspection and closure of building permit.
- New construction, renovations, additions and demolitions to/of multi-residential, commercial, industrial and institutional projects (per \$1000 of construction value).	E	\$ 10.00	04/01/11	\$ 10.33	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 1,000.00	04/01/14	\$ 1,033.00	01/01/24	Increase to reflect inflation.
(maximum)	E	\$ 5,000.00	04/01/11	\$ 5,165.00	01/01/24	Increase to reflect inflation.
- All other permits except new single family, duplex, semi-detached, townhouse and triplex dwellings	E	\$ 250.00	04/01/14	\$ 259.00	01/01/24	Increase to reflect inflation.
Parking Garage (per sq. ft.)	E	\$ 0.93	03/01/23	\$ 0.97	01/01/24	Increase to reflect inflation.
Farm Building (per sq. ft.)	E	\$ 0.57	03/01/23	\$ 0.59	01/01/24	Increase to reflect inflation.
Foundation (per sq. ft.)	E	\$ 0.23	03/01/23	\$ 0.24	01/01/24	Increase to reflect inflation.
Conditional Permit (per sq. ft.)	E	\$ 0.21	03/01/23	\$ 0.22	01/01/24	Increase to reflect inflation.
<b>Alterations/Renovations:</b> Alterations, interior finishes and renovations including roof structures.						
Groups A, B, C, D, E & F (per sq. ft.)	E	\$ 0.49	03/01/23	\$ 0.51	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
<b>Special Categories:</b>						
Air Supported Structures (per sq. ft.)	E	\$ 0.55	03/01/23	\$ 0.56	01/01/24	Increase to reflect inflation.
Temporary Tents (flat fee)	E	\$ 186.00	03/01/23	\$ 193.00	01/01/24	Increase to reflect inflation.
Portables (excludes port-a-pak)(per site)	E	\$ 229.00	03/01/23	\$ 237.00	01/01/24	Increase to reflect inflation.
Shed (non-residential) (per sq. ft.)	E	\$ 0.42	03/01/23	\$ 0.43	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Deck (non-residential)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Demolitions (per sq. ft.)	E	\$ 0.17	03/01/23	\$ 0.17	01/01/24	Increase to reflect inflation.
(building no residential units) (minimum)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Change of Use (flat fee)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
<b>Miscellaneous:</b>						
Elevators, lifts and escalators (flat fee)	E	\$ 390.00	03/01/23	\$ 403.00	01/01/24	Increase to reflect inflation.
In-rack storage system (per sq. ft.)	E	\$ 0.48	03/01/23	\$ 0.50	01/01/24	Increase to reflect inflation.
Fireplace/Woodstove (each)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
Retaining Wall (per linear foot)	E	\$ 3.85	03/01/23	\$ 3.98	01/01/24	Increase to reflect inflation.
Balcony Guard (replace per linear foot)	E	\$ 0.77	03/01/23	\$ 0.79	01/01/24	Increase to reflect inflation.
Ceiling (new or replace per sq. ft.)	E	\$ 0.14	03/01/23	\$ 0.14	01/01/24	Increase to reflect inflation.
Reclad Wall (per sq. ft.)	E	\$ 0.13	03/01/23	\$ 0.13	01/01/24	Increase to reflect inflation.
All Designated Structures (except retaining walls, public pools) (flat fee)	E	\$ 391.00	03/01/23	\$ 404.00	01/01/24	Increase to reflect inflation.
Storefront (replace) (flat fee)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Sign (structural) (flat fee)	E	\$ 112.00	03/01/23	\$ 116.00	01/01/24	Increase to reflect inflation.
Food Premise Installation	E	\$ 273.00	03/01/23	\$ 283.00	01/01/24	Increase to reflect inflation.
Exterior Barrier-Free Ramp	E	\$ 86.10	03/01/23	\$ 88.94	01/01/24	Increase to reflect inflation.
Solar Collector, Part 9 Residential	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.

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Solar Collector-all other application types	E	\$ 412.00	03/01/23	\$ 426.00	01/01/24	Increase to reflect inflation.
<b>Mechanical Work (Work independent of building permit.)</b>						
HVAC Permit (residential per suite)	E	\$ 124.00	03/01/23	\$ 129.00	01/01/24	Increase to reflect inflation.
HVAC Permit (non-residential) (per sq. ft.)	E	\$ 0.18	03/01/23			
Sprinkler System (N.F.P.A. 13) (per sq.ft.) (minimum)	E	\$ 0.09	03/01/23	\$ 0.10	01/01/24	Increase to reflect inflation.
Standpipe and hose system (retrofit)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Commercial Kitchen, Spray Booth, Dust Collectors (flat fee)	E	\$ 124.00	03/01/23	\$ 129.00	01/01/24	Increase to reflect inflation.
	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
<b>Electrical Work (Electrical work independent of building permit.)</b>						
Emergency Lighting (per storey)	E	\$ 124.00	03/01/23	\$ 129.00	01/01/24	Increase to reflect inflation.
Fire Alarm System and Electrical Work (per sq. ft.) (minimum)	E	\$ 0.10	03/01/23			
(maximum)	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Electromagnetic Locks (each) and Hold Open Devices (each)	E	\$ 623.00	03/01/23	\$ 644.00	01/01/24	Increase to reflect inflation.
	E	\$ 55.00	03/01/23	\$ 57.00	01/01/24	Increase to reflect inflation.
<b>Plumbing Work (Plumbing work independent of building permit.)</b>						
Plumbing Permit (per fixture)	E	\$ 17.00	03/01/23	\$ 17.56	01/01/24	Increase to reflect inflation.
Catchbasins/Manholes/Roof Drains (each)	E	\$ 17.00	03/01/23	\$ 17.56	01/01/24	Increase to reflect inflation.
Building/Site Services (per linear foot)	E	\$ 0.95	03/01/23	\$ 0.98	01/01/24	Increase to reflect inflation.
Backflow Prevention Device Permit (per device)	E	\$ 86.00	03/01/23	\$ 89.00	01/01/24	Increase to reflect inflation.
<b>Sewage System Works:</b>						
New Installation	E	\$ 644.00	03/01/23	\$ 666.00	01/01/24	Increase to reflect inflation.
Class 5 Sewage System for Temporary Operation Not Exceeding 12 Months in Duration	E	\$ 102.00	03/01/23	\$ 106.00	01/01/24	Increase to reflect inflation.
Major Repair	E	\$ 317.00	03/01/23	\$ 328.00	01/01/24	Increase to reflect inflation.
Minor Repair	E	\$ 110.00	03/01/23	\$ 114.00	01/01/24	Increase to reflect inflation.
Plans Examination / Building Inspection - After Hours Overtime Rate (per hour)	E	\$ 114.45	03/01/23	\$ 118.23	01/01/24	Increase to reflect inflation.
(minimum - 3 hrs.)	E	\$ 345.00	03/01/23	\$ 357.00	01/01/24	Increase to reflect inflation.
Revision to Examined Plans (per sq. ft.)	E	\$ 0.15	03/01/23			Fee increase based on comparison of rates in other local municipalities and overall analysis of cost recovery for building division operations
(minimum)	E	\$ 130.00	03/01/23	\$ 135.00	01/01/24	Increase to match minimum permit fee for minor work
Minimum Fee (For all work unless otherwise noted.)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
Minimum Plumbing Permit Fee	E	\$ 99.00	03/01/23	\$ 102.00	01/01/24	Increase to reflect inflation.
Minimum Demolition Permit Fee	E	\$ 204.00	03/01/23	\$ 211.00	01/01/24	Increase to reflect inflation.
Transfer of Permits (Where ownership changes on property, no other changes to project or professional services)	E	\$ 132.00	03/01/23	\$ 136.00	01/01/24	Changed rate structure to flat rate.
Request to Extend Permit (OBC Act, Section 8(10)) (per hourly rate)	E	\$ 120.00	03/01/23	\$ 124.00	01/01/24	Increase to reflect inflation.
(minimum)	E	\$ 120.00	03/01/23	\$ 124.00	01/01/24	Increase to reflect inflation.

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Special Permit Fee (With respect to construction, change of use, demolition, heating, ventilation, air conditioning, electrical, plumbing or drainage work where such work was commenced prior to the issuance of a permit.)  (maximum)	E  E	Regular permit fee plus an additional fee equal to 100% of the amount calculated as the regular permit fee  \$ 8,720.00	04/01/08  03/01/23	  \$ 9,008.00	  01/01/24	  Increase to reflect inflation.
Permit to Occupy Unfinished Building (Where an owner wishes to occupy an unfinished building) (per unit)	E	\$ 132.00	03/01/23	\$ 137.00	01/01/24	Increase to reflect inflation.
<u>Alternative Solution Applications</u>						
House	E	NEW		\$ 200.00	01/01/24	To recover costs associated with analysis of an Alternative Solution to the Prescriptive Code Requirements.
All Buildings/systems within the scope of Division B, Part 9 of the Building Code (other than a building defined as a House)	E	NEW		\$ 500.00	01/01/24	To recover costs associated with analysis of an Alternative Solution to the Prescriptive Code Requirements.
All Other Buildings/Systems	E	NEW		\$ 1,000.00	01/01/24	To recover costs associated with analysis of an Alternative Solution to the Prescriptive Code Requirements.
Re-inspection Fee Where an inspection is premature or requires re-inspection due to an infraction that was identified at a previous inspection which was not remedied, and requires the inspector to re-visit the site. Due upon notice to permit holder, payable prior to re-inspection.	E	NEW		\$ 100.00	01/01/24	To recover costs.
<b>RECREATION FACILITY RENTALS</b>						Facility fees are based per hour unless otherwise noted.
<b>ARENA (ICE)</b>						Notes: Prime time is defined as; Monday-Friday 5:00pm to 10:00pm Saturday and Sunday 8:00am to 10:00pm.  Summer 1/2 price Sat. and Sun.- May, Jun, July, Aug. & Sept. long weekends.  July & August, Mon. to Fri., 8:00am to 10:00pm - all ice is prime time rates.
<b>Specialized/Licensee</b>						
Prime Hourly Rate	T	\$ 234.16	9/1/2023	\$ 245.87	01/01/24	Increase to reflect inflation.
Non Prime Hourly Rate	T	\$ 138.86	9/1/2023	\$ 145.80	01/01/24	Increase to reflect inflation. * Rate correction *
<b>Champions / Cambridge Juniors &amp; Seniors</b>						
Prime Hourly Rate	T	\$ 234.16	9/1/2023	\$ 245.87	01/01/24	Increase to reflect inflation.
Non Prime Hourly Rate	T	\$ 138.86	9/1/2023	\$ 145.80	01/01/24	Increase to reflect inflation. * Rate correction *
<b>Private/Adult Group</b>						
Prime Hourly Rate	T	\$ 297.86	9/1/2023	\$ 312.76	01/01/24	Increase to reflect inflation.
Non Prime Hourly Rate	T	\$ 178.69	9/1/2023	\$ 187.62	01/01/24	Increase to reflect inflation.
<b>Minor Sports Organization</b>						
Prime Hourly Rate	T	\$ 179.67	9/1/2023	\$ 188.65	01/01/24	Increase to reflect inflation.
Non Prime Hourly Rate	T	\$ 122.96	9/1/2023	\$ 129.10	01/01/24	Increase to reflect inflation.
<b>Non-Resident Group</b>						
Prime Hourly Rate - Non-Resident	T	\$ 357.44	9/1/2023	\$ 375.31	01/01/24	Non-resident = Private/Adult + 20% *rate correction*
Non Prime Hourly Rate - Non-Resident	T	\$ 214.43	9/1/2023	\$ 225.15	01/01/24	Non-resident = Private/Adult + 20% *rate correction*

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<b>ARENA (FLOOR)</b>						
<b>Commercial</b>						
Special Events - Hourly Rate (note: minimum 8 hr. rental)	T	\$ 105.76	3/1/2023	\$ 111.04	01/01/24	Increase to reflect inflation.
<b>Private/Adult Group</b>						
Floor Hourly Rate	T	\$ 83.28	3/1/2023	\$ 87.44	01/01/24	Increase to reflect inflation.
<b>Specialized/Licensee</b>						
Prime Hourly Rate	T	\$ 65.69	3/1/2023	\$ 79.32	01/01/24	*Rate Correction.
<b>Minor Sports Organization</b>						
Floor Hourly Rate	T	\$ 66.64	3/1/2023	\$ 69.98	01/01/24	Increase to reflect inflation.
Floor Hourly Rate - Non-Resident	T	\$ 78.06	3/1/2023			Discontinue Rate - All non resident groups are charged "non resident group" rate.
<b>Non-Resident Group</b>						
Floor Hourly Rate - Non-Resident	T	\$ 99.93	3/1/2023	\$ 104.93	01/01/24	Non-resident = Private/Adult + 20%.
<b>Community Organization</b>						
Hourly Rate	T	\$ 45.33	3/1/2023	\$ 68.98	01/01/24	* Rate correction = to Minor Sport Organizations.
<b>ATHLETIC TRACK</b>						
Private/Adult Group	T	\$ 46.79	3/1/2023	\$ 49.13	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community Organization	T	\$ 28.07	3/1/2023	\$ 29.47	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 56.15	3/1/2023	\$ 58.95	01/01/24	Non-resident = Private/Adult + 20%.
<b>COMMERCIAL OUTDOOR FITNESS AREA</b>						
Private/Adult Group	T	\$ 23.35	3/1/2023	\$ 24.52	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 28.02	3/1/2023	\$ 29.43	01/01/24	Non-resident = Private/Adult + 20%.
<b>COURTS</b>						
Private/Adult Group	T	\$ 29.11	4/1/2023	\$ 30.56	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community Organization	T	\$ 19.31	4/1/2023	\$ 20.27	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 34.93	4/1/2023	\$ 36.67	01/01/24	Non-resident = Private/Adult + 20%.
<b>FIELDS AND DIAMONDS</b>						
<b>Artificial Turf</b>						
Private/Adult Group	T	\$ 104.28	4/1/2023	\$ 109.49	01/01/24	Increase to reflect inflation.
Specialized/Licensee		\$ 81.06	4/1/2023	\$ 85.11	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community Organization	T	\$ 62.61	4/1/2023	\$ 65.74	01/01/24	Increase to reflect inflation.
Non-City Group (Adult)	T	\$ 125.14	4/1/2023	\$ 131.40	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
Non-City Group (Youth)	T	\$ 125.14	4/1/2023	\$ 131.40	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
<b>Premium</b>						
Private/Adult Group	T	\$ 23.35	4/1/2023	\$ 24.52	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community Organization (weekday)	T	\$ 12.09	4/1/2023	\$ 12.69	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community Organization (Fri. to Sun.)	T	\$ 3.47	4/1/2023	\$ 3.64	01/01/24	5% Increase to get closer to market value.
Non-City Group (Adult)	T	\$ 28.02	4/1/2023	\$ 29.42	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
Non-City Group (Youth)	T	\$ 28.02	4/1/2023	\$ 29.42	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
<b>Major</b>						
Private/Adult Group	T	\$ 18.17	4/1/2023	\$ 19.07	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community School Group (weekday)	T	\$ 9.35	4/1/2023	\$ 9.81	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community School Group (Fri. to Sun.)	T	\$ 2.87	4/1/2023	\$ 3.01	01/01/24	5% Increase to get closer to market value.
Non-City Group (Adult)	T	\$ 21.80	4/1/2023	\$ 22.89	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
Non-City Group (Youth)	T	\$ 21.80	4/1/2023	\$ 22.89	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
<b>Minor</b>						

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Private/Adult Group	T	\$ 8.81	4/1/2023	\$ 9.25	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community School Group (weekday)	T	\$ 3.94	4/1/2023	\$ 4.13	01/01/24	5% Increase to get closer to market value.
Minor Sports Organization/Community School Group (Fri. to Sun.)	T	\$ 2.56	4/1/2023	\$ 2.69	01/01/24	5% Increase to get closer to market value.
Non-City Group (Adult)	T	\$ 10.57	4/1/2023	\$ 11.10	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
Non-City Group (Youth)	T	\$ 10.57	4/1/2023	\$ 11.10	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
<b>Rogers Field</b>						
Private/Adult Group	T	\$ 29.56	4/1/2023	\$ 31.04	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community School Group (weekday)	T	\$ 15.80	4/1/2023	\$ 16.59	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community School Group (Fri. to Sun.)	T	\$ 3.47	4/1/2023	\$ 3.64	01/01/24	Increase to reflect inflation.
Non-City Group (Adult)	T	\$ 35.47	4/1/2023	\$ 37.24	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
Non-City Group (Youth)	T	\$ 35.47	4/1/2023	\$ 37.24	01/01/24	Non-resident = Private/Adult + 20% *rate correction*.
<b>FOUNTAIN STREET SPORTS COMPLEX</b>						
<b>Artificial Turf</b>						
Private/Adult Group	T	\$ 123.24	4/1/2023	\$ 129.40	01/01/24	Increase to reflect inflation.
Specialized/Licensee	T	\$ 98.59	4/1/2023	\$ 103.52	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community School Group	T	\$ 73.94	4/1/2023	\$ 77.64	01/01/24	Increase to reflect inflation.
Non Resident	T	\$ 147.89	4/1/2023	\$ 155.28	01/01/24	Non-resident = Private/Adult + 20%.
<b>Premium Field</b>						
Private/Adult Group	T	\$ 57.93	4/1/2023	\$ 60.83	01/01/24	Increase to reflect inflation.
Specialized/Licensee	T	\$ 46.34	4/1/2023	\$ 48.66	01/01/24	Increase to reflect inflation.
Minor Sports Organization/Community School Group	T	\$ 34.76	4/1/2023	\$ 20.00	01/01/24	Rate correction.
Non Resident	T	\$ 69.52	4/1/2023	\$ 73.00	01/01/24	Non-resident = Private/Adult + 20%.
<b>Locker Room (per hour)</b>						
Premium Room	T	\$ 15.36	4/1/2023			
Standard Room	T	\$ 7.81	4/1/2023			
<b>Multi Purpose Room</b>						
Hourly Rate	T	\$ 45.95	3/1/2023	\$ 48.25	01/01/24	Consistent rate with other City multi purpose rooms.
Daily Rate	T	\$ 306.77	3/1/2023	\$ 322.11	01/01/24	Consistent rate with other City multi purpose rooms.
<b>LIGHTING (per game, max. 2 hrs.)</b>						
<b>Courts</b>						
Courts - Beach Volleyball & Tennis	T	\$ 18.26	4/1/2023	\$ 19.17	01/01/24	Increase to reflect inflation.
<b>Hardball Diamonds</b>						
Churchill Park	T	\$ 81.99	4/1/2023	\$ 86.09	01/01/24	Increase to reflect inflation.
Dickson Park	T	\$ 81.99	4/1/2023	\$ 86.09	01/01/24	Increase to reflect inflation.
Riverside - Mickler Field	T	\$ 81.99	4/1/2023	\$ 86.09	01/01/24	*Rate correction* Aligns with other hardball diamonds.
<b>Softball Diamonds</b>						
Lincoln Park	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Lions Can-Amara Park - Field 1	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Lions Can-Amara Park - Field 2	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Riverside - Kinsmen Stadium 1	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Riverside - Kinsmen Stadium 2	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Riverside - Savage Field	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Victoria Park (Hespeler)	T	\$ 45.45	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
<b>Turf and Fields</b>						
Jacob Hespeler - Lower Field	T	\$ 84.53	4/1/2023	\$ 88.76	01/01/24	Increase to reflect inflation.
Riverside - Rogers Field	T	\$ 84.53	4/1/2023	\$ 88.76	01/01/24	Increase to reflect inflation.
Riverside - Bill Struck	T	\$ 84.53	4/1/2023	\$ 88.76	01/01/24	Increase to reflect inflation.

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St. Benedicts School	T	\$ 84.53	4/1/2023	\$ 88.76	01/01/24	Increase to reflect inflation.
Fountain Street Sports Complex	T	\$ 23.17	4/1/2023	\$ 24.33	01/01/24	New facility, LED lighting = reduced costs.
<b>HALL RENTAL RATES (ARENAS)</b>						
<b>Hespeler Arena Hall</b>						
Sunday to Friday	T	\$ 643.65	3/1/2023	\$ 675.83	01/01/24	Increase to reflect inflation.
Saturday	T	\$ 804.38	3/1/2023	\$ 844.60	01/01/24	Increase to reflect inflation.
<b>Hespeler Arena Gallery</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 49.43	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 235.63	3/1/2023	\$ 247.41	01/01/24	Increase to reflect inflation.
<b>Duncan McIntosh Hall</b>						
Sunday to Friday	T	\$ 724.38	3/1/2023	\$ 760.60	01/01/24	Increase to reflect inflation.
Saturday	T	\$ 885.12	3/1/2023	\$ 929.37	01/01/24	Increase to reflect inflation.
<b>Preston Arena Hall</b>						
Sunday to Friday	T	\$ 482.95	3/1/2023	\$ 507.09	01/01/24	Increase to reflect inflation.
Saturday	T	\$ 563.67	3/1/2023	\$ 591.86	01/01/24	Increase to reflect inflation.
<b>Galt Arena Hall (Servery)</b>						
Specialized	T	\$ 117.83	3/1/2023	\$ 123.72	01/01/24	Increase to reflect inflation.
Events - Evening Only	T	\$ 125.66	3/1/2023	\$ 131.95	01/01/24	Increase to reflect inflation.
Events - All Day	T	\$ 235.63	3/1/2023	\$ 247.41	01/01/24	Increase to reflect inflation.
<b>HALL RENTAL DEPOSIT (ARENAS) (Community Groups, (non-profit), Pre-Scheduled Weekly Users, or Private Non-Alcoholic Functions)</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 49.43	01/01/24	Increase to reflect inflation.
<b>Hall Rental - Subsidized Use of Facilities</b>						
Sunday to Thursday - Hourly Rate	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.
<b>Dryland Training</b>	T	\$ 19.75	3/1/2023	\$ 20.74	01/01/24	Increase to reflect inflation.
<b>MEETING ROOM RENTAL RATES (ARENAS)</b>						
<b>Preston Arena Boardroom</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 33.09	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 197.96	01/01/24	Increase to reflect inflation.
Community Group - One Regular Monthly Meeting (Holding Fee)	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Dickson Centre Meeting Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 33.09	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 197.96	01/01/24	Increase to reflect inflation.
Community Group - One Regular Monthly Meeting (Holding Fee)	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Hespeler Arena Optimist Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 33.09	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 197.96	01/01/24	Increase to reflect inflation.
Community Group - One Regular Monthly Meeting (Holding Fee)	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Hespeler Arena Meeting Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 33.09	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 197.96	01/01/24	Increase to reflect inflation.
Community Group - One Regular Monthly Meeting (Holding Fee)	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.

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Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Galt Arena Meeting Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 33.09	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 197.96	01/01/24	Increase to reflect inflation.
Community Group - One Regular Monthly Meeting (Holding Fee)	T	\$ 102.11	3/1/2023	\$ 107.22	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>MEETING ROOM RENTAL RATES (RECREATION CENTRES)</b>						
<b>David Durward Centre - Meeting Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>David Durward Centre - 2nd Floor Activity Room</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>David Durward Centre - 3rd Floor Dining Room</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre - Meeting Room B-Aspen Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre - Meeting Room C-Elm Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre - Lilac Room-Oak Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre - Dining Room-Walnut Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.

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Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre - Activities Room-Poplar Room</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre II - Boardroom-Red Maple Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Allan Reuter Centre II - Chestnut Room</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Hespeler Scout House</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>W. G. Johnson Centre - Activities Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 48.71	01/01/24	Increase to reflect inflation. Updated to reflect similar amenities in other Centres.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>W. G. Johnson Centre - Craft Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>W. G. Johnson Centre - Board Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	New
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	New
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	New
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>W. G. Johnson Centre - Studio Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 48.71	01/01/24	New
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.13	01/01/24	New

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Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	New
Community Group - Unscheduled Single Use	E	No charge				
<b>W. G. Johnson Centre - Multi-Purpose Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.14	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.69	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>W. G. Johnson Centre - Gallery</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.14	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.69	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Cambridge Centre for the Arts - Donaldson Room</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.14	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Cambridge Centre for the Arts - Quilting Studio</b>						
Hourly Rate	T	\$ 31.51	3/1/2023	\$ 32.61	01/01/24	Increase to reflect inflation.
Daily Rate	T	\$ 188.54	3/1/2023	\$ 195.14	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Cambridge Centre for the Arts - Multi Purpose Room</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.72	01/01/24	Increase to reflect inflation.
Daily Rate - Saturday	T	\$ 314.25	3/1/2023	\$ 325.25	01/01/24	Increase to reflect inflation.
Daily Rate - Sunday to Friday	T	\$ 235.63	3/1/2023	\$ 243.88	01/01/24	Increase to reflect inflation.
Community Group Holding Fee for 1 regular monthly meeting	T	\$ 102.11	3/1/2023	\$ 105.68	01/01/24	Increase to reflect inflation.
Community Group - Unscheduled Single Use	E	No charge				Per Corp. Policy to support volunteer sector.
<b>Cambridge Centre for the Arts - Toyota Auditorium</b>						
Hourly Rate	T	\$ 47.07	3/1/2023	\$ 48.72	01/01/24	Increase to reflect inflation.
Daily Rate - Saturday	T	\$ 471.27	3/1/2023	\$ 487.76	01/01/24	Increase to reflect inflation.
Daily Rate - Sunday to Friday	T	\$ 392.69	3/1/2023	\$ 406.43	01/01/24	Increase to reflect inflation.
<b>City Hall Public Space - Market and Arts Plaza</b>						
Hourly Rate - Non Profit Group	E	No charge	2/11/2008			
Daily Rate - Non Profit Group	E	No charge	2/11/2008			
Hourly Rate - Private/Corporate	E	No charge	2/11/2008			
Daily Rate - Private/Corporate	E	No charge	2/11/2008			
<b>City Hall Public Space - Civic Square</b>						
Non Profit Group-Weekday (4 hrs. or less)	T	\$ 47.07	3/1/2023	\$ 48.72	01/01/24	Increase to reflect inflation.
Non Profit Group - Weekday (4 hrs. plus)	T	\$ 78.58	3/1/2023	\$ 81.33	01/01/24	Increase to reflect inflation.
Non Profit Group - Saturday or Sunday	T	\$ 157.13	3/1/2023	\$ 162.63	01/01/24	Increase to reflect inflation.
Private/Corporate - Weekday (4 hrs. or less)	T	\$ 78.58	3/1/2023	\$ 81.33	01/01/24	Increase to reflect inflation.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Private/Corporate - Weekday (4 hrs. plus)	T	\$ 157.13	3/1/2023	\$ 162.63	01/01/24	Increase to reflect inflation.
Private/Corporate - Weekend (4 hrs. or less)	T	\$ 157.13	3/1/2023	\$ 162.63	01/01/24	Increase to reflect inflation.
Private/Corporate - Weekend (4 hrs. plus)	T	\$ 314.19	3/1/2023	\$ 325.19	01/01/24	Increase to reflect inflation.
<b>GYMNASIUM RENTAL RATES</b>						
<b>Johnson Centre</b>						
Hourly Rate	T	\$ 49.46	3/1/2023	\$ 51.19	01/01/24	Increase to reflect inflation.
<b>Dolson (St. Ambrose Gym)</b>						
Hourly Rate	T	\$ 49.46	3/1/2023	\$ 51.19	01/01/24	Increase to reflect inflation.
<b>POOL RENTAL RATES (Indoor or Outdoor)</b>						
Hourly Rate for Pool	T	\$ 120.17	3/1/2023	\$ 124.38	01/01/24	Increase to reflect inflation.
Hourly Rate for lifeguard services	T	\$ 38.13	3/1/2023	\$ 39.46	01/01/24	Increase to reflect inflation.
Gym & Pool Combo - per hour	T	\$ 160.19	3/1/2023	\$ 165.79	01/01/24	Increase to reflect inflation.
Amusement Option - per hour	T	\$ 80.15	3/1/2023	\$ 82.95	01/01/24	Increase to reflect inflation.
<b>PARKS BOOKINGS/SERVICES</b>						
<b>Picnics</b>						
City Group - up to 100 people (Without Services)	T	\$ 30.58	3/1/2023	\$ 32.10	01/01/24	Increase to reflect inflation.
City Group - over 100 people (Without Services)	T	\$ 54.65	3/1/2023	\$ 57.39	01/01/24	Increase to reflect inflation.
Out of City Group - up to 100 people (Without Services)	T	\$ 61.23	3/1/2023	\$ 64.29	01/01/24	Increase to reflect inflation.
Out of City Group - over 100 people (Without Services)	T	\$ 107.39	3/1/2023	\$ 112.76	01/01/24	Increase to reflect inflation.
Extra Fee - Soccer, Rugby, Field Hockey Re-lining	T	\$ 102.62	3/1/2023	\$ 107.75	01/01/24	Increase to reflect inflation.
Extra Fee - Football Field Re-lining	T	\$ 219.88	3/1/2023	\$ 230.87	01/01/24	Increase to reflect inflation.
Extra Fee - Soccer, Rugby, Field Hockey Lining	T	\$ 175.75	3/1/2023	\$ 184.54	01/01/24	Increase to reflect inflation.
Extra Fee - Football Field Lining	T	\$ 293.17	3/1/2023	\$ 307.83	01/01/24	Increase to reflect inflation.
<b>Weddings</b>						
Ceremony - Mill Race Park	T	\$ 300.27	3/1/2023	\$ 315.28	01/01/24	Increase to reflect inflation.
Pictures - Mill Race Park	T	\$ 60.26	3/1/2023	\$ 63.27	01/01/24	Increase to reflect inflation.
Ceremony - New Hope Chapel	T	\$ 572.96	3/1/2023	\$ 601.61	01/01/24	Increase to reflect inflation.
Ceremony - Mountview Chapel	T	\$ 572.96	3/1/2023	\$ 601.61	01/01/24	Increase to reflect inflation.
Parks Services Assistance to Special Events 2 staff and 1 truck - hourly rate	T	\$ 121.94	3/1/2023	\$ 128.03	01/01/24	Increase to reflect inflation.
<b>Sidewalk Snow Clearing</b>						
3 Core Areas and Hespeler Road	T	Actual Cost	12/12/2005			
All areas except 3 Core Areas	T	Actual Cost	12/12/2005			
<b>ADVERTISING FEE ACTIVITY GUIDE</b>						
<b>Cambridge Activities Guide</b>						
Inside / Outside Back Cover (8.125"w x 10.625"h)	T	NEW		\$ 1,735.00	01/01/24	New
Full Page (7.125"w x 9.625"h)	T	NEW		\$ 1,160.00	01/01/24	New
1/2 Page Horizontal (7.125"w x 4.750"h)	T	NEW		\$ 580.00	01/01/24	New
1/2 Page Vertical (3.500"w x 4.750"h)	T	NEW		\$ 580.00	01/01/24	New
1/4 Page Vertical (3.500"w x 4.750"h)	T	NEW		\$ 350.00	01/01/24	New
1/8 Page Horizontal (3.500"w x 2.375"h)	T	NEW		\$ 230.00	01/01/24	New
<b>RECREATION PROGRAMS</b>						
<b>ICE SKATING ADMISSION</b>						
<b>Public Skating</b>						

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Single Admission	T	\$ 2.71	4/1/2023	\$ 3.00	01/01/24	Increase to reflect inflation.
<b>Shinny</b>						
Single Admission	T	\$ 5.41	4/1/2023	\$ 6.00	01/01/24	Increase to reflect market rate.
<b>Ticket Ice</b>						
Single Admission	T	\$ 11.09	4/1/2023	\$ 11.50	01/01/24	Increase to reflect inflation.
<b>Equipment Rentals</b>						
Helmet	T	\$ 2.00	3/1/2020			
Skates	T	\$ 3.00	3/1/2020			
Helmet and Skates	T	\$ 4.00	3/1/2020			
<b>SWIM OR GYM/FITNESS</b>						
<b>SINGLE ADMISSION - SWIM OR GYM/FITNESS</b>						
Children (17 yrs. and under)	T	\$ 4.07	4/1/2022			No increase, rate already higher than Regional comparators.
Adults (18 to 49 yrs.)	T	\$ 5.98	4/1/2022			No increase, rate already higher than Regional comparators.
Seniors (50 years and over) / Student (valid student card)	T	\$ 4.07	4/1/2022			No increase, rate already higher than Regional comparators.
Group (6 individuals with a maximum of two individuals 18 yrs. and over)	T	\$ 13.58	4/1/2022			No increase, rate already higher than Regional comparators.
<b>10 Visit - SWIM OR GYM/FITNESS DROP-IN PROGRAMS</b>						
Children (17 yrs. and under)	T	\$ 33.66	4/1/2023	\$ 34.84	01/01/24	Increase to reflect inflation.
Adults (18 to 49 yrs.)	T	\$ 49.48	4/1/2023	\$ 51.21	01/01/24	Increase to reflect inflation.
Seniors (50 years and over) / Student (valid student card)	T	\$ 33.66	4/1/2023	\$ 34.84	01/01/24	Increase to reflect inflation.
Group (6 individuals with a maximum of two individuals 18 yrs. and over)	T	\$ 112.26	4/1/2023	\$ 116.19	01/01/24	Increase to reflect inflation.
<b>20 Visit - SWIM OR GYM/FITNESS DROP-IN PROGRAMS</b>						
Children (17 yrs. and under)	T	\$ 67.33	4/1/2023	\$ 69.29	01/01/24	Increase to reflect inflation.
Adults (18 to 49 yrs.)	T	\$ 98.96	4/1/2023	\$ 102.42	01/01/24	Increase to reflect inflation.
Seniors (50 years and over) / Student (valid student card)	T	\$ 67.33	4/1/2023	\$ 69.69	01/01/24	Increase to reflect inflation.
Group (6 individuals with a maximum of two individuals 18 yrs. and over)	T	\$ 224.52	4/1/2023	\$ 232.38	01/01/24	Increase to reflect inflation.
<b>MONTHLY PASS - SWIM AND GYM/FITNESS DROP- IN PROGRAMS</b>						
Children (17 yrs. and under)	T	\$ 35.85	4/1/2023	\$ 37.10	01/01/24	Increase to reflect inflation.
Adult (18 to 49 yrs.)	T	\$ 58.82	4/1/2023	\$ 60.88	01/01/24	Increase to reflect inflation.
Seniors (50 years and over) / Student (valid student card)	T	\$ 35.85	4/1/2023	\$ 37.10	01/01/24	Increase to reflect inflation.
Group (6 individuals with a maximum of two individuals 18 yrs. and over)	T	\$ 112.21	4/1/2023	\$ 116.14	01/01/24	Increase to reflect inflation.
<b>ANNUAL CONDITIONING ROOM PASS (Valid at three locations DDC/ WEPC/ WGJ)</b>						
50+ - Member	T	\$ 80.17	4/1/2023	\$ 82.98	01/01/24	Increase to reflect inflation.
Youth (14 to 17 yrs.)	T	\$ 80.18	4/1/2023	\$ 82.98	01/01/24	Increase to reflect inflation.
Adult (18 yrs. and over)	T	\$ 135.59	4/1/2023	\$ 140.33	01/01/24	Increase to reflect inflation.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
<b>ANNUAL WELLNESS PASS - SWIM AND GYM/FITNESS DROP-IN PROGRAMS</b>						
Youth (13 to 17 yrs.)	T	\$ 424.44	4/1/2022			No increase, rate is already almost comparable to 12 monthly pass price.
Adult (18 to 49 yrs.)	T	\$ 596.34	4/1/2023			No increase until conclusion of user fee study .
Seniors (50 years and over) / Student (valid student card)	T	\$ 424.44	4/1/2022			No increase, rate is already higher than 12 monthly pass price.
<b>ANNUAL AQUATIC PASS (Valid for drop-in aquatic programs only)</b>						
Youth (3 to 17 yrs.)	T	\$ 275.34	4/1/2023	\$ 284.98	01/01/24	Increase to reflect inflation.
Adult (18 to 49 yrs.)	T	\$ 391.34	4/1/2023	\$ 405.04	01/01/24	Increase to reflect inflation.
Seniors (50 years and over) / Student (valid student card)	T	\$ 275.34	4/1/2023	\$ 284.98	01/01/24	Increase to reflect inflation.
<b>ANNUAL FIT PASS (Johnson) includes conditioning centre, drop-in land fitness classes, sauna</b>						
Youth (13 to 17 yrs.)	T	\$ 273.90	4/1/2023	\$ 283.49	01/01/24	Increase to reflect inflation.
Adult (18 to 49 yrs.)	T	\$ 362.34	4/1/2023	\$ 375.02	01/01/24	Increase to reflect inflation.
Seniors (50 years and over) / Student (valid student card)	T	\$ 279.38	4/1/2023	\$ 283.49	01/01/24	To provide consistency in rate between Youth and 50+.
<b>SUMMER AQUATIC PASS (Valid for drop-in aquatic programs only)</b>						
<b>Early Bird Group</b>						
Children (17 yrs. and under)	T	\$ 64.54	3/1/2023	\$ 66.80	01/01/24	40% discount if purchase between Jan 2 - Mar 31.
Adult (18 to 49 yrs.)	T	\$ 105.87	3/1/2023	\$ 109.58	01/01/24	40% discount if purchase between Jan 2 - Mar 31.
Seniors (50 years and over) / Student (valid student card)	T	\$ 76.64	3/1/2023	\$ 79.32	01/01/24	40% discount if purchase between Jan 2 - Mar 31.
Group (6 individuals with a maximum of two individuals 18 yrs. and older)	T	\$ 122.99	3/1/2023	\$ 127.29	01/01/24	40% discount if purchase between Jan 2 - Mar 31.
Fee for each additional child over limit of 6.	T	\$ 17.61	3/1/2023	\$ 18.23	01/01/24	40% discount if purchase between Jan 2 - Mar 31.
<b>Regular Rate</b>						
Children (17 yrs. and under)	T	\$ 107.57	3/1/2023	\$ 111.34	01/01/24	Increase to reflect inflation.
Adult (18 to 49 yrs.)	T	\$ 176.45	3/1/2023	\$ 182.63	01/01/24	Increase to reflect inflation.
Seniors (50 years and over)/Student (valid student card)	T	\$ 127.73	3/1/2023	\$ 132.20	01/01/24	Increase to reflect inflation.
Group (6 individuals with a maximum of two individuals 18 yrs. and older)	T	\$ 204.99	3/1/2023	\$ 212.16	01/01/24	Increase to reflect inflation.
Fee for each additional child over limit of 6.	T	\$ 29.35	3/1/2023	\$ 30.38	01/01/24	Increase to reflect inflation.
<b>CORPORATE RATE - WG JOHNSON AND DOLSON CENTRES ONLY</b>						
Individuals with a current membership to Cambridge 50+ Centres can receive a 10% discount on a senior monthly activity pass which is eligible for the following programs at WGJ and Dolson; drop in swims and aquafit at both centres; and to drop in fitness classes and conditioning centre at WGJ	T	10% off regular seniors rates	9/7/1999			
<b>REPLACEMENT CARD PASS - POOL</b>	T	\$ 13.71	4/1/2023	\$ 14.19	01/01/24	Increase to reflect inflation.
<b>INTEREST CHARGE ON OVERDUE ACCOUNTS - CLASS</b>	E	2%/mo. on accounts outstanding >30 days	4/1/2011			

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<b>CHILDREN UNDER THREE - NO FEE</b>	T	\$ -	4/1/2023			
<b>SWIMMING LESSONS</b>						
<b>Parent &amp; Tot 1 to 3 - 1/2 hour</b>						
<b>Aquatics (per hour)</b>						
Parent & Tot Level 1-3	E	\$ 16.74	4/1/2023	\$ 17.33	01/01/24	Increase to reflect inflation.
Parent & Tot Level 1-3 (NR)	E	\$ 20.09	4/1/2023	\$ 20.79	01/01/24	Increase to reflect inflation.
Preschool Lesson	E	\$ 17.81	4/1/2023	\$ 18.43	01/01/24	Increase to reflect inflation.
Preschool Lesson (NR)	E	\$ 21.37	4/1/2023	\$ 22.12	01/01/24	Increase to reflect inflation.
Swimmer Level 1-3	E	\$ 17.81	4/1/2023	\$ 18.43	01/01/24	Increase to reflect inflation.
Swimmer Level 1-3 (NR)	E	\$ 21.37	4/1/2023	\$ 22.12	01/01/24	Increase to reflect inflation.
Swimmer Level 4-8	E	\$ 12.23	4/1/2023	\$ 12.66	01/01/24	Increase to reflect inflation.
Swimmer Level 4-8 (NR)	E	\$ 14.68	4/1/2023	\$ 15.19	01/01/24	Increase to reflect inflation.
Swimmer Level 9-10 (Patrol Program)	E	\$ 9.36	4/1/2023	\$ 9.69	01/01/24	Increase to reflect inflation.
Swimmer Level 9-10 (Patrol Program) (NR)	E	\$ 11.22	4/1/2023	\$ 11.61	01/01/24	Increase to reflect inflation.
<b>Bronze Star (Jr. R.A.) - plus exam fee</b>						
Resident	E	\$ 95.42	4/1/2023	\$ 98.76	01/01/24	Increase to reflect inflation.
Non-Resident	E	\$ 114.51	4/1/2023	\$ 118.52	01/01/24	20% above regular rate.
<b>PRIVATE SWIM LESSONS</b>						
<b>Per single lesson - 1/2 hr.</b>						
<b>Private Swim Lessons (per hour)</b>						
Single Private Lesson (under 14 years of age)	E	\$ 68.65	4/1/2023	\$ 71.05	01/01/24	Increase to reflect inflation.
Single Private Lesson (NR) (under 14 years of age)	E	\$ 82.38	4/1/2023	\$ 85.26	01/01/24	Increase to reflect inflation.
Single Private Lesson (over 15 years of age)	T	\$ 68.65	4/1/2023	\$ 71.05	01/01/24	Increase to reflect inflation.
Single Private Lesson (NR) (over 15 years of age)	T	\$ 82.38	4/1/2023	\$ 85.26	01/01/24	Increase to reflect inflation.
5 Private Lesson (under 14 years of age)	E	\$ 61.78	4/1/2023	\$ 63.90	01/01/24	10% discount off single private lesson.
5 Private Lesson (NR) (under 14 years of age)	E	\$ 74.14	4/1/2023	\$ 76.74	01/01/24	10% discount off single private lesson.
5 Private Lesson (over 15 years of age)	T	\$ 61.78	4/1/2023	\$ 63.95	01/01/24	10% discount off single private lesson.
5 Private Lesson (NR) (over 15 years of age)	T	\$ 74.14	4/1/2023	\$ 76.74	01/01/24	10% discount off single private lesson.
9 Private Lesson (under 14 years of age)	E	\$ 58.35	4/1/2023	\$ 60.39	01/01/24	15% discount off single private lesson.
9 Private Lesson (NR) (under 14 years of age)	E	\$ 70.03	4/1/2023	\$ 72.48	01/01/24	15% discount off single private lesson.
9 Private Lesson (over 15 years of age)	T	\$ 58.35	4/1/2023	\$ 60.39	01/01/24	15% discount off single private lesson.
9 Private Lesson (NR) (over 15 years of age)	T	\$ 70.03	4/1/2023	\$ 72.48	01/01/24	15% discount off single private lesson.
<b>SEMI PRIVATE SWIM LESSONS</b>						
<b>Per single lesson - 1/2 hr. each</b>						
<b>Semi Private Swim Lessons (per hour)</b>						
Semi Private Lessons (under 14 years of age)	E	\$ 38.43	4/1/2023	\$ 39.78	01/01/24	Increase to reflect inflation.
Semi Private Lessons (NR) (under 14 years of age)	E	\$ 46.12	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
Semi Private Lessons (over 15 years of age)	T	\$ 38.43	4/1/2023	\$ 39.78	01/01/24	Increase to reflect inflation.
Semi Private Lessons (NR) (over 15 years of age)	T	\$ 46.12	4/1/2023	\$ 47.73	01/01/24	Increase to reflect inflation.
5 Semi Private Lesson (under 14 years of age)	E	\$ 34.59	4/1/2023	\$ 35.80	01/01/24	10% discount off single private lesson.
5 Semi Private Lesson (NR) (under 14 years of age)	E	\$ 41.50	4/1/2023	\$ 42.96	01/01/24	10% discount off single private lesson.
5 Semi Private Lesson (over 15 years of age)	T	\$ 34.59	4/1/2023	\$ 35.80	01/01/24	10% discount off single private lesson.
5 Semi Private Lesson (NR) (over 15 years of age)	T	\$ 41.50	4/1/2023	\$ 42.96	01/01/24	10% discount off single private lesson.
9 Semi Private Lesson (under 14 years of age)	E	\$ 32.67	4/1/2023	\$ 33.81	01/01/24	15% discount off single private lesson.
9 Semi Private Lesson (NR) (under 14 years of age)	E	\$ 39.20	4/1/2023	\$ 40.57	01/01/24	15% discount off single private lesson.
9 Semi Private Lesson (over 15 years of age)	T	\$ 32.67	4/1/2023	\$ 33.81	01/01/24	15% discount off single private lesson.
9 Semi Private Lesson (NR) (over 15 years of age)	T	\$ 39.20	4/1/2023	\$ 40.57	01/01/24	15% discount off single private lesson.
<b>SWIM LESSONS - DISCOUNT 50% RATE (for 3 or more children - Swimmer Levels 1 to 10)</b>	E	50% off lowest regular rate	9/1/1983	<b>REMOVE</b>		Discontinued
<b>Adult Lessons</b>						
<b>Adult Swim Lessons (per hour)</b>						

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Adult Lesson	T	\$ 9.71	4/1/2023	\$ 10.05	01/01/24	Increase to reflect inflation.
Adult Lessons (NR)	T	\$ 11.66	4/1/2023	\$ 12.06	01/01/24	Increase to reflect inflation.
<b>L.S.S. Bronze Medallion/Emergency First Aid (exam fee &amp; materials extra)</b>						
Resident	T	\$ 98.85	4/1/2023	\$ 102.31	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 118.62	4/1/2023	\$ 122.77	01/01/24	20% above regular rate.
<b>L.S.S. Bronze Cross (exam fee &amp; materials extra)</b>						
Resident	T	\$ 104.03	4/1/2023	\$ 107.68	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 124.84	4/1/2023	\$ 129.21	01/01/24	20% above regular rate.
<b>L.S.S. Assistant Instructor (exam fee &amp; materials extra)</b>						
Resident	T	\$ 112.35	4/1/2022	\$ 116.28	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 134.82	4/1/2022	\$ 139.54	01/01/24	20% above regular rate.
<b>L.S.S. National Lifeguard (exam fee and materials extra)</b>						
Resident	T	\$ 157.06	4/1/2022	\$ 162.56	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 188.47	4/1/2022	\$ 195.07	01/01/24	20% above regular rate.
<b>L.S.S. Swim Instructor and Lifesaving Instructor (exam fee and materials extra)</b>						
Resident	T	\$ 157.06	4/1/2022	\$ 162.56	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 188.47	4/1/2022	\$ 195.07	01/01/24	20% above regular rate.
<b>Aquatic Supervisory Training (plus exam fee &amp; materials)</b>						
Resident	T	\$ 157.06	4/1/2022	\$ 162.56	01/01/24	Staffing shortage still in jeopardy.
Non-Resident	T	\$ 188.47	4/1/2022	\$ 195.07	01/01/24	20% above regular rate.
<b>L.S.S. National Recerts</b>						
Resident	T	\$ 112.50	4/1/2023	\$ 116.43	01/01/24	Increase to reflect inflation.
Non-Resident	T	\$ 135.00	4/1/2023	\$ 139.72	01/01/24	20% above regular rate.
<b>L.S.S. Instructors (plus exam fee &amp; materials)</b>						
Resident	T	\$ 96.36	4/1/2022	\$ 99.73	01/01/24	Staffing shortage still in jeopardy.
Non-Resident	T	\$ 115.63	4/1/2022	\$ 119.68	01/01/24	20% above regular rate.
<b>SPECIAL USER GROUP</b>						
Per lane use	T	\$ 19.54	3/1/2023	\$ 20.22	01/01/24	Increase to reflect inflation.
Camb Aquatic Club/MSO/Community Rate - Hourly Rate Dolson	T	\$ 74.47	3/1/2023	\$ 77.07	01/01/24	Increase to reflect inflation.
Camb Aquatic Club/MSO/Community Rate - Hourly Rate George Hancock, Ed Newland, Soper, WG Johnson Centre	T	\$ 53.21	3/1/2023	\$ 55.08	01/01/24	Increase to reflect inflation.
<b>CAMP PROGRAMS</b>						
<b>Camps (per hour)</b>						
<b>Culture - CCA</b>						
Camps Level 1	E	\$ 5.87	3/1/2023	\$ 6.08	01/01/24	Increase to reflect inflation.
Camps Level 2	E	\$ 7.89	3/1/2023	\$ 8.17	01/01/24	Increase to reflect inflation.
Camps Level 3	E	\$ 8.65	3/1/2023	\$ 8.95	01/01/24	Increase to reflect inflation.
<b>Recreation</b>						
Camps Level 1	E	\$ 4.17	3/1/2023	\$ 4.32	01/01/24	Increase to reflect inflation.
Camps Level 2	E	\$ 4.87	3/1/2023	\$ 5.04	01/01/24	Increase to reflect inflation.
Camps Level 3	E	\$ 4.89	3/1/2023	\$ 5.06	01/01/24	Increase to reflect inflation.
Camps Level 4	E	\$ 6.39	3/1/2023	\$ 6.61	01/01/24	Increase to reflect inflation.
Camps Level 5	E	\$ 6.76	3/1/2023	\$ 7.00	01/01/24	Increase to reflect inflation.
Camps Level 6	E	\$ 9.41	3/1/2023	\$ 9.74	01/01/24	Increase to reflect inflation.

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<b>Youth 13-18</b>						
Camps Level 1	E	\$ 5.87	3/1/2023	\$ 6.08	01/01/24	Increase to reflect inflation.
<b>Extended Care - (7:30-8:30am; 4:30-5:30pm)</b>						
Weekly rate	E	\$ 35.42	3/1/2023	\$ 36.66	01/01/24	Increase to reflect inflation.
<b>LEADERSHIP PROGRAMS</b>						
High Five -Principles of Healthy Childhood Development	T	\$ 91.93	4/1/2023	\$ 95.14	01/01/24	Increase to reflect inflation.
High Five - Principles of Healthy Aging- 4 Hour	T	\$ 151.41	4/1/2023	\$ 95.14	01/01/24	Reflects new fees for 4 hour program
High Five - Quest Two	T	\$ 102.74	4/1/2023	\$ 106.34	01/01/24	Increase to reflect inflation.
Home Alone	T	\$ 23.16	4/1/2023	\$ 23.97	01/01/24	Increase to reflect inflation.
BabySitting Course	T	\$ 69.50	4/1/2023	\$ 71.93	01/01/24	Increase to reflect inflation.
Skateboard Program Assistant	T	\$ 37.85	4/1/2023	\$ 39.18	01/01/24	Increase to reflect inflation.
Skateboard Instructor	T	\$ 75.71	4/1/2023	\$ 78.35	01/01/24	Increase to reflect inflation.
<b>ADULT DAY PROGRAMS</b>						
Golden Opportunities Program - William E. Pautler & Allan Reuter - participant day fee	E	\$ 22.24	4/1/2023	\$ 23.01	01/01/24	Increase to reflect inflation.
Living Well - Fairview Mennonite Home - Living Well Program	E	\$ 29.12	4/1/2023	\$ 30.13	01/01/24	Increase to reflect inflation.
Boost Program - Wed ARC/Sat. WEPC - group outings BOOST	E	\$ 27.01	4/1/2023	\$ 27.95	01/01/24	Increase to reflect inflation.
Transportation Charge - per day both ways	E	\$ 6.89	4/1/2023	\$ 7.50	01/01/24	Increased to match grand river transit for two-way trip on the bus.
Cancellation Fee Prior to 8:30am		\$ 7.20	4/1/2023	\$ 7.45	01/01/24	Increase to reflect inflation.
Cancellation Fee After 8:30am	E	\$ 13.36	4/1/2023	\$ 13.82	01/01/24	Increase to reflect inflation.
<b>50+ RECREATION CENTRES MEMBERSHIP FEES</b>						
Seniors Annual Membership Fee	T	\$ 35.69	4/1/2023	\$ 38.86	01/01/24	8.9% Rate increase substantially year over year to meet market costs.
Seniors Lifetime Membership Fee	T	\$ 320.79	4/1/2023	\$ 332.01	01/01/24	Increase to reflect inflation.
DDC Parking Pass	T	\$ 9.06	3/1/2023	\$ 11.95	01/01/24	31.9% rate increase substantially year over year to meet market costs.
<b>DAVID DURWARD/W E PAUTLER CENTRE CONDITIONING ROOM PASS</b>						
50+ Annual Conditioning Pass	T	\$ 64.02	4/1/2023	\$ 66.26	01/01/24	Increase to reflect inflation.
<b>CAMBRIDGE CENTRE FOR THE ARTS - ANNUAL MEMBERSHIP FEES</b>						
Adult (18 - 49 years)	T	\$ 34.47	4/1/2023	\$ 35.67	01/01/24	Increase to reflect inflation.
Senior (50 years and over)	T	\$ 27.55	4/1/2023	\$ 28.51	01/01/24	Increase to reflect inflation.
Family	T	\$ 55.15	4/1/2023	\$ 57.08	01/01/24	Increase to reflect inflation.
Children (17 yrs. and under)	T	\$ 20.70	4/1/2023	\$ 21.42	01/01/24	Increase to reflect inflation.
Artist	T	\$ 27.55	4/1/2023	\$ 28.51	01/01/24	Increase to reflect inflation.
<b>10 Visit - CULTURE DROP-IN PROGRAMS</b>						
Ballroom Dancing Couples Pass - 10 Visits	T	\$ 51.91	4/1/2023	\$ 53.73	01/01/24	Increase to reflect inflation.
Sewing/Quilting Pass - 10 Visits	T	\$ 21.63	4/1/2023	\$ 22.39	01/01/24	Increase to reflect inflation.
Art Meet Night - 10 Visits	T	\$ 21.63	4/1/2023	\$ 22.39	01/01/24	Increase to reflect inflation.
Pottery Pass - 30 Hour Pass	T	\$ 135.19	4/1/2023	\$ 139.92	01/01/24	Increase to reflect inflation.
<b>REGISTERED PROGRAMS (PER HOUR)</b>						
<b>Fitness &amp; Active</b>						
<b>50+</b>						
Fitness and Active Level 1	T	\$ 4.77	4/1/2023	\$ 4.89	01/01/24	Increase to reflect inflation.
Fitness and Active Level 2	T	\$ 6.28	4/1/2023	\$ 6.44	01/01/24	Increase to reflect inflation.
Fitness and Active Level 3	T	\$ 6.93	4/1/2023	\$ 7.10	01/01/24	Increase to reflect inflation.

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Fitness and Active Level 4	T	\$ 7.68	4/1/2023	\$ 7.87	01/01/24	Increase to reflect inflation.
Fitness and Active Level 5	T	\$ 7.90	4/1/2023	\$ 8.09	01/01/24	Increase to reflect inflation.
Fitness and Active Level 6	T	\$ 9.20	4/1/2023	\$ 9.43	01/01/24	Increase to reflect inflation.
Fitness and Active Level 7	T	\$ 9.37	4/1/2023	\$ 9.60	01/01/24	Increase to reflect inflation.
Fitness and Active Level 8	T	\$ 10.09	4/1/2023	\$ 10.34	01/01/24	Increase to reflect inflation.
Fitness and Active Level 9	T	\$ 10.30	4/1/2023	\$ 10.56	01/01/24	Increase to reflect inflation.
Fitness and Active Level 10	T	\$ 11.51	4/1/2023	\$ 11.80	01/01/24	Increase to reflect inflation.
Fitness and Active Level 11	T	\$ 11.54	4/1/2023	\$ 11.83	01/01/24	Increase to reflect inflation.
Fitness and Active Level 12	T	\$ 12.14	4/1/2023	\$ 12.44	01/01/24	Increase to reflect inflation.
Fitness and Active Level 13	T	\$ 13.45	4/1/2023	\$ 13.79	01/01/24	Increase to reflect inflation.
Fitness and Active Level 14	T	\$ 13.94	4/1/2023	\$ 14.29	01/01/24	Increase to reflect inflation.
<b>Aquatics</b>						
Fitness and Active Level 1	T	\$ 11.27	4/1/2023	\$ 11.66	01/01/24	Increase to reflect inflation.
<b>CCA</b>						
Fitness and Active Level 1	T	\$ 9.73	4/1/2023	\$ 10.07	01/01/24	Increase to reflect inflation.
Fitness and Active Level 2	T	\$ 12.17	4/1/2023	\$ 12.60	01/01/24	Increase to reflect inflation.
<b>Land</b>						
Fitness and Active Level 1	T	\$ 7.98	4/1/2022	\$ 8.26	01/01/24	Increase to reflect inflation.
Fitness and Active Level 2	T	\$ 8.63	4/1/2023	\$ 8.93	01/01/24	Increase to reflect inflation.
Fitness and Active Level 3	T	\$ 10.09	4/1/2023	\$ 10.44	01/01/24	Increase to reflect inflation.
Fitness and Active Level 4	T	\$ 13.94	4/1/2023	\$ 14.43	01/01/24	Increase to reflect inflation.
<b>General Interest</b>						
<b>50+</b>						
General Interest Level 1	T	\$ 2.14	4/1/2023	\$ 2.20	01/01/24	Increase to reflect inflation.
General Interest Level 5	T	\$ 9.53	4/1/2023	\$ 9.77	01/01/24	Increase to reflect inflation.
General Interest Level 2	T	\$ 3.24	4/1/2023	\$ 3.33	01/01/24	Increase to reflect inflation.
General Interest Level 3	T	\$ 7.57	4/1/2023	\$ 7.76	01/01/24	Increase to reflect inflation.
General Interest Level 4	T	\$ 8.65	4/1/2023	\$ 8.87	01/01/24	Increase to reflect inflation.
General Interest Level 6	T	\$ 9.73	4/1/2023	\$ 9.98	01/01/24	Increase to reflect inflation.
General Interest Level 7	T	\$ 16.22	4/1/2023	\$ 16.63	01/01/24	Increase to reflect inflation.
<b>CCA</b>						
General Interest Level 1	T	\$ 7.10	4/1/2023	\$ 7.35	01/01/24	Increase to reflect inflation.
<b>Youth 12-18</b>						
General Interest Level 1	T	\$ 10.82	4/1/2023	\$ 11.19	01/01/24	Increase to reflect inflation.
<b>Health &amp; Wellness</b>						
<b>50+</b>						
Health and Wellness Level 1	T	\$ 4.27	4/1/2023	\$ 4.38	01/01/24	Increase to reflect inflation.
Health and Wellness Level 2	T	\$ 5.41	4/1/2023	\$ 5.54	01/01/24	Increase to reflect inflation.
Health and Wellness Level 3	T	\$ 10.82	4/1/2023	\$ 11.09	01/01/24	Increase to reflect inflation.
Health and Wellness Level 4	T	\$ 19.47	4/1/2023	\$ 19.95	01/01/24	Increase to reflect inflation.
Health and Wellness Level 5	T	\$ 21.63	4/1/2023	\$ 22.17	01/01/24	Increase to reflect inflation.
Health and Wellness Level 6	T	\$ 24.34	4/1/2023	\$ 24.95	01/01/24	Increase to reflect inflation.
Health and Wellness Level 7	T	\$ 29.75	4/1/2023	\$ 30.49	01/01/24	Increase to reflect inflation.
Health and Wellness Level 8	T	\$ 32.45	4/1/2023	\$ 33.26	01/01/24	Increase to reflect inflation.
Health and Wellness Level 9	T	\$ 35.33	4/1/2023	\$ 36.22	01/01/24	Increase to reflect inflation.
Health and Wellness Level 10	T	\$ 39.66	4/1/2023	\$ 40.65	01/01/24	Increase to reflect inflation.
<b>CCA</b>						
Health and Wellness Level 1	T	\$ 6.49	4/1/2023	\$ 6.72	01/01/24	Increase to reflect inflation.
<b>Performing Arts</b>						
<b>50+</b>						
Performing Arts Level 1	T	\$ 7.06	4/1/2023	\$ 7.23	01/01/24	Increase to reflect inflation.

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Performing Arts Level 2	T	\$ 10.14	4/1/2023	\$ 10.40	01/01/24	Increase to reflect inflation.
<b>CCA</b>						
Performing Arts Level 1	T	\$ 8.12	4/1/2023	\$ 8.40	01/01/24	Increase to reflect inflation.
Performing Arts Level 2	T	\$ 9.20	4/1/2023	\$ 9.52	01/01/24	Increase to reflect inflation.
Performing Arts Level 3	T	\$ 9.46	4/1/2023	\$ 9.79	01/01/24	Increase to reflect inflation.
Performing Arts Level 4	T	\$ 9.81	4/1/2023	\$ 10.15	01/01/24	Increase to reflect inflation.
Performing Arts Level 5	T	\$ 10.82	4/1/2023	\$ 11.20	01/01/24	Increase to reflect inflation.
Performing Arts Level 6	T	\$ 11.54	4/1/2023	\$ 11.94	01/01/24	Increase to reflect inflation.
Performing Arts Level 7	T	\$ 11.80	4/1/2023	\$ 12.21	01/01/24	Increase to reflect inflation.
Performing Arts Level 8	T	\$ 12.36	4/1/2023	\$ 12.79	01/01/24	Increase to reflect inflation.
Performing Arts Level 9	T	\$ 16.81	4/1/2023	\$ 17.40	01/01/24	Increase to reflect inflation.
Performing Arts Level 10	T	\$ 24.52	4/1/2023	\$ 25.38	01/01/24	Increase to reflect inflation.
<b>Sport</b>						
<b>50+</b>						
Sport Level 1	T	\$ 7.90	4/1/2023	\$ 8.09	01/01/24	Increase to reflect inflation.
<b>Land</b>						
Sport Level 1	T	\$ 15.69	4/1/2022			No increase, is recreational soccer with no games
Sport Level 2	T	\$ 16.81	4/1/2023	\$ 17.40	01/01/24	Increase to reflect inflation.
Sport Level 3	T	\$ 8.47	3/1/2023	\$ 8.77	01/01/24	Increase to reflect inflation.
<b>Youth 13-18</b>						
Sport Level 1	T	\$ 1.03	4/1/2022			
<b>Youth 5+</b>						
Sport Level 1	T	\$ 10.30	4/1/2022	\$ 10.66	01/01/24	Increase to reflect inflation.
Sport Level 2	T	\$ 25.75	4/1/2022	\$ 26.65	01/01/24	Increase to reflect inflation.
<b>Visual Arts</b>						
<b>50+</b>						
Visual Arts Level 1	T	\$ 5.05	4/1/2023	\$ 5.18	01/01/24	Increase to reflect inflation.
Visual Arts Level 2	T	\$ 6.76	4/1/2023	\$ 6.93	01/01/24	Increase to reflect inflation.
Visual Arts Level 3	T	\$ 7.17	4/1/2023	\$ 7.35	01/01/24	Increase to reflect inflation.
Visual Arts Level 4	T	\$ 7.98	4/1/2023	\$ 8.18	01/01/24	Increase to reflect inflation.
Visual Arts Level 5	T	\$ 8.12	4/1/2023	\$ 8.32	01/01/24	Increase to reflect inflation.
Visual Arts Level 6	T	\$ 13.52	4/1/2023	\$ 13.86	01/01/24	Increase to reflect inflation.
Visual Arts Level 7	T	\$ 16.22	4/1/2023	\$ 16.63	01/01/24	Increase to reflect inflation.
Visual Arts Level 8	T	\$ 20.77	4/1/2023	\$ 21.29	01/01/24	Increase to reflect inflation.
Visual Arts Level 9	T	\$ 21.63	4/1/2023	\$ 22.17	01/01/24	Increase to reflect inflation.
Visual Arts Level 10	T	\$ 25.10	4/1/2023	\$ 25.72	01/01/24	Increase to reflect inflation.
Visual Arts Level 11	T	\$ 28.84	4/1/2023	\$ 29.56	01/01/24	Increase to reflect inflation.
<b>CCA</b>						
Visual Arts Level 1	T	\$ 5.76	4/1/2023	\$ 5.96	01/01/24	Increase to reflect inflation.
Visual Arts Level 2	T	\$ 6.17	4/1/2023	\$ 6.39	01/01/24	Increase to reflect inflation.
Visual Arts Level 3	T	\$ 6.70	4/1/2023	\$ 6.93	01/01/24	Increase to reflect inflation.
Visual Arts Level 4	T	\$ 6.76	4/1/2023	\$ 7.00	01/01/24	Increase to reflect inflation.
Visual Arts Level 5	T	\$ 6.85	4/1/2023	\$ 7.09	01/01/24	Increase to reflect inflation.
Visual Arts Level 6	T	\$ 7.14	4/1/2023	\$ 7.39	01/01/24	Increase to reflect inflation.
Visual Arts Level 7	T	\$ 7.21	4/1/2023	\$ 7.46	01/01/24	Increase to reflect inflation.
Visual Arts Level 8	T	\$ 7.78	4/1/2023	\$ 8.05	01/01/24	Increase to reflect inflation.
Visual Arts Level 9	T	\$ 8.65	4/1/2023	\$ 8.95	01/01/24	Increase to reflect inflation.
Visual Arts Level 10	T	\$ 9.01	4/1/2023	\$ 9.33	01/01/24	Increase to reflect inflation.
Visual Arts Level 11	T	\$ 9.38	4/1/2023	\$ 9.71	01/01/24	Increase to reflect inflation.
Visual Arts Level 12	T	\$ 12.98	4/1/2023	\$ 13.43	01/01/24	Increase to reflect inflation.
Visual Arts Level 13	T	\$ 16.22	4/1/2023	\$ 16.79	01/01/24	Increase to reflect inflation.

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Visual Arts Level 14	T	\$ 17.30	4/1/2023	\$ 17.91	01/01/24	Increase to reflect inflation.
Visual Arts Level 15	T	\$ 18.87	4/1/2023	\$ 19.53	01/01/24	Increase to reflect inflation.
Visual Arts Level 16	T	\$ 18.93	4/1/2023	\$ 19.59	01/01/24	Increase to reflect inflation.
Visual Arts Level 17	T	\$ 20.09	4/1/2023	\$ 20.79	01/01/24	Increase to reflect inflation.
Visual Arts Level 18	T	\$ 20.77	4/1/2023	\$ 21.50	01/01/24	Increase to reflect inflation.
Visual Arts Level 19	T	\$ 21.63	4/1/2023	\$ 22.39	01/01/24	Increase to reflect inflation.
Visual Arts Level 20	T	\$ 23.79	4/1/2023	\$ 24.62	01/01/24	Increase to reflect inflation.
Visual Arts Level 21	T	\$ 24.34	4/1/2023	\$ 25.19	01/01/24	Increase to reflect inflation.
Visual Arts Level 22	T	\$ 28.84	4/1/2023	\$ 29.85	01/01/24	Increase to reflect inflation.
<b>DROP-INS</b>						
<b>Aquatics</b>						
<b>Aquatic Drop-Ins</b>						
Aquacombo	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Aquability	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
<b>Fitness &amp; Active</b>						
<b>Fitness Drop-Ins</b>						
Step	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
TRX	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Hiit	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Total Body Fusion	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Total Body Core	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Cardio Sculpt	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Strength and Tone	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
Abs Sculpt	T	\$ 6.28	4/1/2023	\$ 6.50	01/01/24	Increase to reflect inflation.
<b>General Interest</b>						
<b>50+ Drop-Ins</b>						
Bell Ringers	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Billiards	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bingo	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bookclub	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bridge	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bridge, Men's	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bridge, Social	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Carpet Bowling	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Cornhole	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Cribbage	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Crokinole	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Darts	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Euchre	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Euchre, Bid	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Games Night	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Garden Group	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Music Jam Session & Sing Along	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Saturday Night Social Bridge	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Scrabble	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Shuffleboard - Floor	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Snooker	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Social Cards	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Solo	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Stamp Collecting	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Walking Club	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.

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Wii Sports	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Foot Care	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
<b>Performing Arts</b>						
<b>CCA Drop-Ins</b>						
Ballroom Dancing	T	\$ 1.89	4/1/2023	\$ 1.96	01/01/24	Increase to reflect inflation.
Piano - time can be booked to play grand piano	T	\$ 4.33	4/1/2023	\$ 4.48	01/01/24	Increase to reflect inflation.
<b>Sport</b>						
<b>50+ Drop-Ins</b>						
Badminton	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bocce (Outdoor)	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Pickleball for Beginners	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Recreational Pickleball	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Table Tennis	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
<b>Visual Arts</b>						
<b>50+ Drop-Ins</b>						
Adult Colouring	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Beehive Crafters	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Bunka Embroidery	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Crafts: Knitpickers	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
DDC Crafters	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Knitting	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Oil Painting and Acrylics	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Quilting (3 Centres)	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Scrapbooking	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Stained Glass	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
Watercolours	T	\$ 2.06	4/1/2023	\$ 2.13	01/01/24	Increase to reflect inflation.
<b>CCA Drop-Ins</b>						
Art Meet Night	T	\$ 1.89	4/1/2023	\$ 1.96	01/01/24	Increase to reflect inflation.
Life Drawing	T	\$ 6.49	4/1/2023	\$ 6.72	01/01/24	Increase to reflect inflation.
Pottery	T	\$ 5.41	4/1/2023	\$ 5.60	01/01/24	Increase to reflect inflation.
Sewing/Quilting	T	\$ 0.81	4/1/2023	\$ 0.84	01/01/24	Increase to reflect inflation.
<b>Youth</b>						
<b>Youth Drop Ins</b>						
Sport	T	NEW		\$ 0.89	01/01/24	New Rate.
Social	T	NEW		\$ 0.89	01/01/24	New Rate.
<b>CEMETERIES</b>						
<b>UPRIGHT MONUMENT</b>						
Single	T	\$ 3,224.00	3/14/2023	\$ 3,385.00	01/01/24	Increase to reflect inflation.
Double	T	\$ 5,967.00	3/14/2023	\$ 6,265.00	01/01/24	Increase to reflect inflation.
Triple	T	\$ 8,399.00	3/14/2023	\$ 8,818.00	01/01/24	Increase to reflect inflation.
Cremation	T	\$ 2,180.00	3/14/2023	\$ 2,289.00	01/01/24	Increase to reflect inflation.
Single - Mount View Cemetery	T	\$ 6,512.00	3/14/2023			
<b>FLAT MARKER GRAVE</b>						
Adult	T	\$ 2,697.00	3/14/2023	\$ 2,831.00	01/01/24	Increase to reflect inflation.
Youth	T	\$ 2,697.00	3/14/2023	\$ 2,831.00	01/01/24	Increase to reflect inflation.
Child	T	\$ 836.00	3/14/2023	\$ 877.00	01/01/24	Increase to reflect inflation.
Infant	T	\$ 377.00	3/14/2023	\$ 395.00	01/01/24	Increase to reflect inflation.
Indigent	T	\$ 938.00	3/1/2020			This price is fixed as per amounts paid by Waterloo Region Social Services.
Cremation	T	\$ 1,830.00	3/14/2023	\$ 1,921.00	01/01/24	Increase to reflect inflation.
<b>NICHE</b>						

City of Cambridge 2024 Draft Budget and Business Plan/Appendix G - Municipal Fees and Charges

TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Columbarium	T	\$ 4,015.00	3/14/2023	\$ 4,215.00	01/01/24	Increase to reflect inflation.
Family/Pedestal 2-Niche Columbarium	T	\$ 8,400.00	3/14/2023	\$ 9,240.00	01/01/24	Increase to reflect inflation.
Family/Pedestal 2-Niche Columbarium	T	\$ 8,925.00	3/14/2023	\$ 9,817.00	01/01/24	Increase to reflect inflation.
<b>CRYPTS</b>						
Garden Crypt - Parklawn Cemetery	T	\$ 18,395.00	3/14/2023			
<b>GRAVE OPENING</b>						
Adult - graveside service	T	\$ 1,352.00	3/14/2023	\$ 1,419.00	01/01/24	Increase to reflect inflation.
Adult - lowering device only	T	\$ 1,320.00	3/14/2023	\$ 1,386.00	01/01/24	Increase to reflect inflation.
Youth	T	\$ 1,352.00	3/14/2023	\$ 1,419.00	01/01/24	Increase to reflect inflation.
Child	T	\$ 447.00	3/14/2023	\$ 469.00	01/01/24	Increase to reflect inflation.
Infant	T	\$ 321.00	3/14/2023	\$ 337.00	01/01/24	Increase to reflect inflation.
Double Depth	T	\$ 2,524.00	3/14/2023	\$ 2,650.00	01/01/24	Increase to reflect inflation.
Scattering of Cremated Remains	T	\$ 473.00	3/14/2023	\$ 496.00	01/01/24	Increase to reflect inflation.
Inscription on Memorial Stone for Scattering	T	\$ 473.00	3/14/2023	\$ 650.00	01/01/24	Increase in price to reflect increase in costs to provide product/service.
Cremation	T	\$ 511.00	3/14/2023	\$ 536.00	01/01/24	Increase to reflect inflation.
Niche Inurnment	T	\$ 436.00	3/14/2023	\$ 457.00	01/01/24	Increase to reflect inflation.
Additional Inurnment (at same time)	T	\$ 109.00	3/14/2023	\$ 115.00	01/01/24	Increase to reflect inflation.
<b>MEMORIAL PRODUCTS</b>						
Memorial Bench (incl. plaque and foundation)	T	\$ 2,900.00	3/14/2023	\$ 3,400.00	01/01/24	Increase in price to reflect increase in costs to provide product/service.
Memorial Tree with Bronze Dedication Plaque	T	\$ 840.00	3/14/2023	\$ 1,325.00	01/01/24	Increase to reflect actual cost of tree, planting, watering, and plaque.
<b>ADDITIONAL CHARGE ITEMS</b>						
Administration Charge - Transfer of Interment Rights	T	\$ 210.00	3/14/2023	\$ 220.00	01/01/24	Increase in price to reflect administration costs.
Administration Charge - Refund of Interment Rights	T	\$ 315.00	3/14/2023	\$ 330.00	01/01/24	Increase to reflect inflation.
Replacement Interment Rights Certificate	T	\$ 16.00	3/14/2023	\$ 17.00	01/01/24	Increase to reflect inflation.
Use of Chapel for Funeral Service (2 hours)	T	\$ 58.00	3/14/2023	\$ 120.00	01/01/24	Increase to reflect minimum charge of 2 hours.
Each additional hour	T	NEW		\$ 60.00	01/01/24	New Fee
Rental of Cemetery Chapel for non-funeral purposes (2 hours)	T	\$ 545.00	3/14/2023	\$ 570.00	01/01/24	Increase to reflect inflation.
Each additional hour	T	NEW		\$ 200.00	01/01/24	New Fee
Key - Mountview Cemetery Mausoleum	T	\$ 30.00	3/14/2023	\$ 32.00	01/01/24	Increase in price to reflect increase in costs to provide product/service.
Use of Chapel Mortuary for Casket Storage						
1st month	T	\$ 172.00	3/14/2023	\$ 180.00	01/01/24	Increase to reflect inflation.
Each additional month	T	\$ 86.00	3/14/2023	\$ 90.00	01/01/24	Increase to reflect inflation.
Additional Charge for Full Casket Burial on a Saturday	T	\$ 448.00	3/14/2023	\$ 470.00	01/01/24	Increase to reflect inflation.
Additional Charge for Full Casket Burial on a Sunday/Holiday	T	\$ 568.00	3/14/2023	\$ 596.00	01/01/24	Increase to reflect inflation.
Additional Charge for Cremation Burial/Scattering on a Saturday	T	\$ 321.00	3/14/2023	\$ 337.00	01/01/24	Increase to reflect inflation.
Additional Charge for Cremation Burial/Scattering on a Sunday/Holiday	T	NEW		\$ 428.00	01/01/24	New Fee
Late charge for funeral services requiring City Staff to work past 4:00pm. Per each additional 1/2 hour.	T	\$ 134.00	3/14/2023	\$ 140.00	01/01/24	Increase to reflect inflation.
Genealogical Research (per 10 names)	T	\$ 38.00	3/14/2023	\$ 40.00	01/01/24	Increase to reflect inflation.
<b>MONUMENT FOUNDATION</b>						
Per surface square inch (~ 4" Depth)	T	\$ 1.30	3/14/2023	\$ 1.36	01/01/24	Increase in price to reflect increase in costs to provide product/service.
Minimum Charge	T	\$ 344.00	3/14/2023	\$ 360.00	01/01/24	Increase to reflect inflation.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Care and Maintenance - Monuments 48 inches & under (provincial regulations)	T	\$ 200.00	3/14/2023			Price for Care and Maintenance on marker installations is set by provincial legislation.
Care and Maintenance - monuments over 48 inches (per provincial legislation)	T	\$ 400.00	3/14/2023			Price for Care and Maintenance on marker installations is set by provincial legislation.
Removal of an existing foundation.	T	\$ 210.00	3/14/2023	\$ 220.00	01/01/24	Increase in price to reflect increase in costs to provide product/service.
<b>FLOWER BEDS</b>						
Prepare flower bed	T	\$ 40.00	3/14/2023	\$ 42.00	01/01/24	Increase to reflect inflation.
Vase installation	T	\$ 18.00	3/14/2023	\$ 19.00	01/01/24	Increase to reflect inflation.
Plant or remove shrubs	T	\$ 58.00	3/14/2023	\$ 61.00	01/01/24	Increase to reflect inflation.
<b>SETTING MARKERS</b>						
Minimum charge up to 6" x 12"	T	\$ 219.00	3/14/2023	\$ 229.00	01/01/24	Increase to reflect inflation.
Minimum charge up to 12" x 24"	T	\$ 228.00	3/14/2023	\$ 239.00	01/01/24	Increase to reflect inflation.
Minimum charge up to 14" x 30"	T	\$ 248.00	3/14/2023	\$ 260.00	01/01/24	Increase to reflect inflation.
Care and maintenance on flat markers over 172 sq. inches	T	\$ 100.00	3/14/2023			Price for Care and Maintenance on marker installations is set by provincial legislation.
<b>CRYPT OPENING CHARGES</b>						
End Opening	T	\$ 973.00	3/14/2023	\$ 1,021.00	01/01/24	Increase to reflect inflation.
Re-opening a sealed end crypt	T	\$ 1,190.00	3/14/2023	\$ 1,249.00	01/01/24	Increase to reflect inflation.
Side Opening	T	\$ 1,622.00	3/14/2023	\$ 1,703.00	01/01/24	Increase to reflect inflation.
Re-opening a sealed side crypt	T	\$ 1,947.00	3/14/2023	\$ 2,044.00	01/01/24	Increase to reflect inflation.
Removal, Replacement and Sealing of Crypt Face Plate	T	\$ 337.00	3/14/2023	\$ 353.00	01/01/24	Increase to reflect inflation.
<b>DISINTERMENT</b>						
Adult	T	\$ 2,753.00	3/14/2023	\$ 2,890.00	01/01/24	Increase to reflect inflation.
Youth	T	\$ 2,753.00	3/14/2023	\$ 2,890.00	01/01/24	Increase to reflect inflation.
Child	T	\$ 1,521.00	3/14/2023	\$ 1,597.00	01/01/24	Increase to reflect inflation.
Infant	T	\$ 663.00	3/14/2023	\$ 696.00	01/01/24	Increase to reflect inflation.
Cremation	T	\$ 663.00	3/14/2023	\$ 696.00	01/01/24	Increase to reflect inflation.
Additional charge for no outer container	T	\$ 344.00	3/14/2023	\$ 361.00	01/01/24	Increase to reflect inflation.
Additional charge for double depth	T	\$ 459.00	3/14/2023	\$ 481.00	01/01/24	Increase to reflect inflation.
<b>FORESTRY</b>						
Dedication Tree with Plaque	T	\$ 580.00	3/1/2023	\$ 1,325.00	01/01/24	Increase to reflect actual costs of tree, installation, watering, standard plaque.
Bronze Plaque	T	\$ 535.00	3/1/2023			Bronze plaque no longer offered in Parks. Cost of standard plaque included in dedication tree price.
Tree Bylaw Valuation Rate per sq. cm	T	\$ 24.00	3/1/2023	\$ 26.00	01/01/24	Increase to reflect inflation. Subject to change via updated private tree bylaw.
Tree Removal Permit	T	\$ 50.00	3/1/2023	\$ 55.00	01/01/24	Increase to reflect inflation.
Replacement Tree	T	\$ 525.00	3/1/2023	\$ 750.00	01/01/24	Increase to reflect actual costs of tree, installation, watering
Trail Access Permit	T	\$ 290.00	3/1/2023	\$ 305.00	01/01/24	Increase to reflect inflation.
Trail Access Permit - Damage Deposit	E	minimum of \$1,000	3/1/2023	\$1,000 to \$5,000	01/01/24	Refundable deposit less cost to repair damages not repaired by permit holder. Damage deposit based on length of trail, subject to minimum of \$1,000.
Tree Management Plan Review and Inspection Services	T	NEW		\$ 1,500.00	01/01/24	New fee associated with Planning Applications or Site Alteration Permit Applications or larger private tree permit applications.
Park Bench With Dedication or Donor Acknowledgement	T	NEW		\$ 3,400.00	01/01/24	Previously the purchase was made independent of City and did not include cost of concrete pad.
<b>FARMERS' MARKET</b>						
<b>VENDOR RATES - INSIDE</b>						
Tables/Carts (per foot, per day)	T	\$ 4.28	3/1/2023	\$ 4.38	01/01/24	2.5% rate increase based on market conditions and comparable.

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TYPE OF REVENUE	HST Status (T = Taxable) (E Exempt)	CURRENT BASE RATE	CURRENT EFFECTIVE DATE MM/DD/YY	2024 NEW BASE RATE	2024 EFFECTIVE DATE MM/DD/YY	COMMENTS
Coolers (per foot, per day)	T	\$ 6.79	3/1/2023	\$ 6.96	01/01/24	2.5% rate increase based on market conditions and comparable.
Tables/Carts - Casual (per foot, per day)	T	\$ 6.79	3/1/2023	\$ 6.96	01/01/24	2.5% rate increase based on market conditions and comparable.
<b>VENDOR RATES - OUTSIDE</b>						
Station - 1 Parking Spot (per day)	T	\$ 25.23	3/1/2023	\$ 25.86	01/01/24	2.5% rate increase based on market conditions and comparable.
Station - Corner Stand (per day)	T	\$ 27.23	3/1/2023	\$ 27.91	01/01/24	2.5% rate increase based on market conditions and comparable.
Station - Handicapped Parking Spot/day	T	\$ 37.78	3/1/2023	\$ 38.72	01/01/24	2.5% rate increase based on market conditions and comparable.
Station - Casual (per day)	T	\$ 50.23	3/1/2023	\$ 51.49	01/01/24	2.5% rate increase based on market conditions and comparable.
Utilities Charge (per foot)	T	\$ 1.48	3/1/2023	\$ 1.51	01/01/24	2.5% rate increase based on market conditions and comparable.
Farmers' Market Vendor Advertising Fee (per week)	T	\$ 14.28	3/1/2023	\$ 14.64	01/01/24	2.5% rate increase based on market conditions and comparable.
Vendor Supplemental Space Cleaning Charge	T	\$ 19.23	3/1/2023	\$ 19.71	01/01/24	Supplemental charge for improperly cleaned coolers/vendor spaces. 2.5% rate increase based on market conditions and comparable.
Vendor Attendance Charge	T	\$ 19.23	3/1/2023	\$ 19.71	01/01/24	Supplemental charge for vendors who fail to keep advertised Market hours. 2.5% rate increase based on market conditions and comparable.

# Appendix H - Additional City of Cambridge Statistics

	2018	2019	2020	2021	2022
<b>General Statistics</b>					
Population at the end of the year	136,810	139,350	140,850	142,510	144,810
Number of households	49,920	50,420	51,140	51,460	52,480
Labour Force	71,880	77,500	81,192	87,468	89,570
Businesses	10,853	11,473	11,467	11,467	11,860
<b>Taxable Assessments</b>					
Residential, multi residential & farm	\$ 14,228,810	\$ 14,472,582	\$ 14,600,204	\$ 14,754,641	\$ 14,927,764
Commercial - all classes	2,618,501	2,635,635	2,652,852	2,636,852	2,632,980
Industrial - all classes	896,838	911,268	929,345	938,448	982,591
Pipeline & managed forests	34,239	34,634	35,786	36,063	36,520
<b>Total taxable assessments</b>	<b>\$ 17,778,388</b>	<b>\$ 18,054,119</b>	<b>\$ 18,218,187</b>	<b>\$ 18,366,004</b>	<b>\$ 18,579,855</b>
Average Residential Assessment	\$ 310,200	\$ 321,700	\$ 333,200	\$ 333,200	\$ 333,200
<b>Tax Levy</b>					
City of Cambridge	\$ 86,267,469	\$ 89,563,226	\$ 93,769,232	\$ 95,625,593	\$ 100,809,789
Region of Waterloo	121,431,155	126,879,126	133,211,933	133,211,913	142,651,902
Education	65,243,477	65,667,071	66,171,749	66,171,749	54,939,909
<b>Total tax levy</b>	<b>\$ 272,942,101</b>	<b>\$ 282,109,424</b>	<b>\$ 293,152,914</b>	<b>\$ 295,009,255</b>	<b>\$ 298,401,600</b>
<b>Principal Corporate Taxpayers</b>					
Toyota Motor Manufacturing					206,407,000
Devcam Properties Ltd.					188,657,000
Bridgcam Shopping Centres					151,454,000
CP Reit Ont Prop Ltd Trustee					83,320,000
Waterloo Regional					69,082,300
Lena Crescent Holdings Inc.					67,215,200
Killam Investments Inc.					57,893,000
TSO ATL-TOR Propco GP, LLC					44,399,000
Riocan Holdings Inc.					38,359,000
Centurion Apartment					38,070,000

# | Appendix I - Financial Policies

The following financial policies establish the framework for the overall fiscal planning and management of the City of Cambridge. Below are excerpts from the main sections of the financial policies:

## **CASH MANAGEMENT**

The City of Cambridge manages and controls cash flows to ensure maximum benefit to the municipality. This is accomplished through generally accepted business practices, keeping in mind the Corporation's public image.

## **BORROWING MONEY TO MEET EXPENDITURES OF THE CORPORATION**

A By-law will be passed annually to provide for the borrowing of money to meet current expenditures of the Corporation until the taxes are collected.

## **BORROWING SUMS PENDING SALE OF DEBENTURES**

The Mayor and the Commissioner of Corporate Services are authorized to borrow funds through promissory notes up to the amount of the Ontario Municipal Board debenture approvals unused at any one time. These funds are to be used to meet expenditures on capital works pending the receipt of the proceeds from the sale of such debentures.

## **CORPORATE SUSTAINABLE PROCUREMENT**

When evaluating quotations, proposals and tenders in determining the successful bidder/manufacturer, the City of Cambridge will

ensure that all evaluations will include applicable environmental and accessibility criteria. Environmental cost benefits must be considered regarding the product/service life-cycles, including the costs associated with operating, maintaining and disposing of the products. The accessibility, equitability and adaptability of products must also be considered when acquiring goods and services.

## **USE OF SURPLUS**

Any surplus that may arise will be allocated in a manner that is consistent with Council's view of long-term financial sustainability and best practices in financial management. The primary objective when allocating surplus funds is to transfer to operating reserves to offset extraordinary one-time pressures or phase-in significant impacts. Surpluses greater or less than the carry-over used for budget purposes will be allocated in the following order:

1. Any surplus related to an identifiable operating reserve may be transferred to the respective reserve not to exceed the amount defined as the funding target in the City's Reserve and Reserve Fund By-Law.
2. Any surplus funds related to the accounts of the Idea Exchange may be transferred to the Library Reserve or Reserve Funds, as recommended by the staff of the Idea Exchange, upon written request to the City's Chief Financial Officer.
3. A minimum of 50% of the remaining surplus funds will be directed to the Rate Stabilization reserve for the applicable budget, up to the amount defined as the funding target in the City's Reserve and Reserve Fund By-Law.

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4. Any remaining surplus will be directed to other reserves or reserve funds identified by staff as underfunded. If the funds were directed to a capital reserve fund, it may be immediately allocated to fund capital work where debt had previously been identified and approved as a funding source. This will reduce future debt servicing costs and/or create capacity within the City's debt policy limits to redirect to other priorities.

**DEBT MANAGEMENT**

The amount of debt the City of Cambridge can issue is limited to an annual repayment of 25% of their own source revenues as per the Ministry of Municipal Affairs and Housing regulations. Under the City of Cambridge's more conservative policy, this is further reduced to 10% of their own source revenues for tax supported debt charges and 15% of the City's rate supported revenues for rate supported debt. Debt financing from tax revenues will not be approved unless a project exceeds \$10 million. The term of debt will not exceed the useful life of the underlying asset, with preferred terms being 10-15 years. When new debt is approved in the Capital Budget, 50% of the annual debt charges should be included in the current year Operating Budget and any portion not required for actual debt charges be established as a budgeted transfer to the Debt Repayment Reserve.

**ASSET MANAGEMENT**

Asset management is a systematic process of maintaining, upgrading, and operating physical assets in a cost-effective manner. It encompasses a balanced approach to capital funding so that the needs related to maintaining current assets and funding new initiatives are both considered. The City of Cambridge has adopted

the following procedures under its Asset Management Policy to facilitate a more organized and logical approach to decision making for the replacement/refurbishment of tangible capital assets in their short and long-term financial plans.

1. To determine capital priorities, all future capital budgets will be categorized as one of the following: Growth, Replacement, Rehabilitation, or Enhancements.
2. All infrastructure and assets will be subject to a cost benefit analysis that considers lifecycle and operating costs.
3. All assets will be maintained at a level that protects the capital investment and minimizes future maintenance and replacement costs.
4. The City will maintain all infrastructure in a state of good repair by implementing life cycle costing and contributing annually to the replacement reserves.
5. At minimum, the City will set aside the annual amortization of the asset based on historical costing.
6. Regular reviews of the remaining life and condition of the asset will be completed.
7. The City will undertake a risk assessment of all major capital infrastructure.
8. Information on the assets will be brought up to date and thereafter kept up-to-date.
9. The Chief Financial Officer will provide reports annually on the status of infrastructure and the adequacy of the annual budget and forecast to meet state-of-good repair requirements and manage related risks.
10. Other activities as required.

**MANAGEMENT OF RESERVES AND RESERVE FUNDS**

Reserves and Reserve Funds may be set up for any purpose for which Council has authority to spend money. Primary objectives and key management responsibilities are established as follows:

1. Establishment and Modification of Reserves and Reserve Funds: Council approval must be established prior to the formation or dissolution of any Reserve or Reserve Fund. New Reserves and Reserve Funds must have a Council approved policy that outlines the purpose, funding source, intended use, and funding target.
2. Investment of Reserve and Reserve Funds: Reserve fund balances will be invested in accordance with the City’s approved Investment Policy. Investment income earned on the total cash and investment portfolio shall be allocated to each separate Reserve Fund based on the actual balance of the Reserve Fund.
3. Contributions To/Drawdowns from Reserve and Reserve Funds: Contributions to and/or withdrawals from Reserves and Reserve Funds shall be approved by Council, normally as part of the annual budget approval process, in-year financial updates, or specifically by resolution with the following exceptions:
  - Transfers that are a direct result of Council approved by-laws or resolutions; and
  - Direct contribution to/drawdowns from Reserve and Reserve Fund such as development charge contributions.
4. Temporary Borrowing of Reserves and Reserve Funds: Temporary inter-reserve fund borrowing to cover a Reserve Fund shortfall is permitted and encouraged to avoid external debt charges. However, borrowing from a Reserve Fund may occur only when an analysis of the Reserve Fund has determined that excess funds are available and that the use of

these funds will not adversely affect the intended purpose of the Reserve Fund.

5. Termination of Reserves and Reserve Funds: A discretionary reserve or reserve fund shall be terminated (wound down and closed) when the program or project it supports meets any of the following criteria:
  - No longer in the scope of the City’s strategic plans;
  - Program commitments have been completed and no future commitments are expected; and
  - The City Treasurer is confident that balances in other areas can mitigate the need to hold any remaining Reserve or Reserve Fund balance.

Reserves or Reserve Funds identified for termination shall be reported to Council for review and approval. Reports to Council shall include recommendations regarding the timing of wind down, closure and the allocation of fund balances.

**STABILIZATION RESERVES**

Stabilization Reserves and Reserve Funds provide a contingency for unforeseen events and stabilize fluctuations caused by one-time expenditures or revenue shortfalls. By maintaining a prudent level of Stabilization Reserve Funds, it protects the City against reducing service levels or raising taxes/rates because of temporary revenue shortfalls or unanticipated expenditures. The City currently has Stabilization Reserve Funds for Tax, Water, Wastewater, Winter Maintenance, and Building Permit Stabilization. These Stabilization Reserve Funds are funded from annual operating surpluses in the respective areas. Minimum balances, ceilings and targets have been established to provide a guideline for these Stabilization Reserve balances.

### PROGRAM SPECIFIC RESERVES AND RESERVE FUNDS

Program Specific Reserves and Reserve Funds are set aside for specific purposes. These reserves are restricted funds only to be used for their identified purpose. They may also include special one-time purchases or activities approved by Council. Financial plans are prepared and reviewed annually for all Program Specific Reserves/ Reserve funds to ensure that there are adequate funds to sustain the program requirements. Upon conclusion of program specific projects, any remaining balance will be transferred to a Reserve with the greatest need or as permitted by legislation.

### USER FEES

User fees are charged to consumers of a specific service in order to recover the full cost of providing the service. By only charging the consumers of the service rather than the community as a whole, it reduces the pressure on the overall tax levy to fund the operating budget. The City will review and update user fees annually in order to ensure that the fees continue to cover the related annual costs and volume increases. A comprehensive review is also done every five years to reflect changes in the cost and demand for the services as well as the service offerings.

### REVENUE DIVERSITY

The City of Cambridge is committed to finding innovative and alternative sources of funding to help the City fund new strategic initiatives and reduce the reliance on property taxes. These opportunities include:

- New revenue generating opportunities
- Maximizing grants from other levels of government

- Sale of surplus lands and properties
- User fees
- Development charges
- Public-private partnerships, sponsorships, naming rights

Non-recurring revenues will only be used for non-recurring expenditures or to replenish any reserve or reserve fund.

### BUDGET CONTROL BY-LAW

The Operating and Capital Budgets approved by Council set the operating service levels and capital priorities together with the related funding sources. Since requirements, conditions and estimates may change, Commissioners have the authority to reallocate funds for which they are responsible while ensuring that the gross and net expenditures remain within the budget.

### GENERAL PROVISIONS

1. These policies are to be applied to the approved Current Operating and Capital Budget and the Water and Wastewater Rate Budgets.
2. If the Operating Budget for the year has not yet been adopted, the accounts of the City may be paid on the basis of the previous year's Operating Budget extended pro rata.
3. Council shall consider the Operating Budget estimates and determine the sums required for the operating purposes of the City and adopt the Operating Budget.
4. Council shall consider the Capital Budget estimates and determine the sums required for each Capital Project of the

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City and adopt the Capital Budget and provide funding to the Capital Projects as well as a capital forecast.

5. All Departments must annually prepare an Operating and Capital Budget and submit them to the Chief Financial Officer.
6. The proposed Operating and Capital Budget shall be submitted annually to Council by the Chief Financial Officer, after all proposed Operating Budget programs and capital projects have been submitted by Departments and reviewed by the Chief Financial Officer and the Chief Administrative Officer.
7. The Chief Financial Officer shall certify that debenture funding for the Capital Projects in the Capital Budget is within the City's updated debt and financial obligation limit.
8. Departmental reports with financial implications submitted to Council for approval with respect to the Operating or Capital Budget must first be reviewed by the Chief Financial Officer to ensure availability of financing sources and compliance with financial by-laws and policies.
9. These policies are to be applied only to budget appropriations and do not supersede the Purchasing By-Law which applies to actual expenditures.

**OPERATING BUDGET FINANCIAL CONTROLS**

The Commissioner has the responsibility to provide the budgeted level of service approved by Council using the corresponding spending authority within the Council approved net Levy for the Program.

1. No Commissioner has the authority to exceed their net total budget of the Department without Council approval.
2. A Commissioner may approve overspending of any budget

line by making the necessary balancing decisions with other operating budgets within their respective Programs.

3. A Commissioner must report any anticipated net total over-expenditures on a Program to the Chief Financial Officer as soon as the over-expenditure is known.
4. Reallocations and Transfers Between Programs:
  - a. A Commissioner may authorize expenditures which exceed the adopted budget funding available in a Program by an amount not exceeding the lesser of 10% or \$100,000, and the Chief Financial Officer is authorized to pay such excess, provided that:
    - i. This by-law is otherwise complied with;
    - ii. The transfer is not between tax supported and water and wastewater Programs or other recoveries; and
    - iii. The total expenditures of the Department do not exceed the Net Operating Budget approved by Council for the Department.
  - b. Expenditures that would result in total gross expenditures exceeding the funding available in a Program by an amount greater than the lesser of 10% or \$100,000 requires Council approval, except for purchases made in accordance with the emergency provisions of the Purchasing By-law.
  - c. If Council approval must be obtained under subsection (1) or 4(b) , a report to Council must be prepared by the Commissioner and the Chief Financial Officer and reviewed by the Chief Administrative Officer identifying suggested sources of funding for the over expenditure.
5. Operating Status Report to Council - Finance will consolidate the information received from the Departments and report to

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Council on the status of Operating Budget variance based on the statements for June, September and December.

**CAPITAL BUDGET FINANCIAL CONTROLS**

1. The Capital Budget approved by Council will establish the funding and spending authority for a Capital Project.
2. A Commissioner will ensure that expenditures do not exceed the approved budget for a Capital Project.
3. Over-expenditure on Capital Projects:
  - a. A Commissioner may authorize additional gross expenditures for a Capital Project by an amount not exceeding the lesser of 10% or \$250,000. The Chief Financial Officer must be notified of the over-expenditure and is authorized to pay such excess, provided that:
    - i. This By-law is otherwise complied with;
    - ii. Funding is available to fund the over-expenditure; and
    - iii. The over-expenditure and Capital Budget Transfer is reported to Council in the next Capital Budget Variance Report.
  - b. If there are no funds available from other Capital Projects in the Program or from a Capital Reserve Fund, any over-expenditure would require Council approval, except for purchases made in accordance with the emergency provisions of the Purchasing By-law.
4. If Council approval must be obtained under section 3(b), a report to Council shall be prepared by the Commissioner and reviewed by the Chief Administrative Officer and the Chief Financial Officer recommending sources of funding for the over-expenditure.
5. Any Capital Budget transfer between Capital Projects in excess

of the lesser of 10% or \$250,000 for which expenditures exceed the funding available requires Council approval.

6. No Capital Budget transfer(s) are permitted between any non-tax and tax supported Capital Project(s) and must be in accordance with Reserve Fund by-laws.
7. Emergency Projects as defined in the City’s Purchasing By-law:
  - a. Where an emergency situation requires a Capital expenditure and there is no Capital Project in the approved Capital Budget, a Commissioner may authorize the gross expenditures to be reviewed by the Chief Administrative Officer;
  - b. The Chief Financial Officer may create a new Capital Project, and is authorized to pay the expenditures incurred; and
  - c. A report to Council must be prepared by the Commissioner and the Chief Financial Officer and submitted to the Chief Administrative Officer and identify suggested sources of funding for the expenditure(s).
8. Project Closures:
  - a. A project is to be closed and any surplus funds returned to the original source of funding if any of the following criteria are met:
    - i. Project completed at or under budget as determined by the Commissioner;
    - ii. Project completed over budget and report recommending funding source for over expenditure has been approved by Council;
    - iii. Project deleted or deferred in order to finance a new project or to fund an over expenditure(s) in other project(s) and such deletion or deferral which has been approved by Council;

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- iv. The project has not commenced within two years after budget approval and cannot be completed within a three-year timeframe after commencement; or
    - v. There has been no account activity on the project for the last 18 months.
  - b. Exceptions to the above conditions:
    - i. There is a need for funding to be rolled to future years, to be utilized in projects that have a similar scope and require additional funding;
    - ii. Project has not commenced within two years but an extension has been requested; or
    - iii. Projects with no account activity for the last 18 months but an extension has been requested by the Commissioner and approved by the Chief Financial Officer.
  - c. Any projects three years or older must be approved Chief Financial Officer to remain open.
- 9. Capital Status Updates to Council – Departments will be required to forward status updates to Finance three times a year for all projects owned or managed by them. The status must include a description of the work in progress, the percentage of work complete and a projected forecast for completion. A semi-annual staff report will be prepared each year to provide Council with an update on the status of Capital Projects.

# | Appendix J - Business Cases

## ISSUE TITLE: MOBILE SECURITY GUARDS

**Department/Division:** City Clerk

**Budget Impact:** \$151,000 net annually

**Preparer:** Danielle Manton, City Clerk

### Background

Throughout the pandemic and into 2023 staff have noted an increase in complaints and issues surrounding our unhoused population. This has resulted in large amounts of time spent by our Municipal By-law Compliance Officers handling these matters rather than focusing on by-law matters such as parking, property standards, lot maintenance, corridor management, and the private tree by-law. This has resulted in delays responding to by-law complaints and the ability to achieve compliance in a timely manner. Parks and recreation staff have also seen an increase in vandalism at City parks and an increase in unwanted behaviour at recreational facilities. Finally, our security team is experiencing higher traffic of our unhoused community in and around the City Hall campus along with an increase in incidents requiring security involvement.

In 2022 the City spent \$140,975 on a third-party security company and in 2023 as of October 30th the City has spent \$52,979 to fill gaps in our services and to provide an increased presence at identified locations within Cambridge. Staff estimate they will spend an additional \$10,000-\$14,000 for the remainder of 2023. There are additional costs associated with cleanup and repair from vandalism and for staff to be on call to respond to alarms at City facilities.

Utilizing third-party companies results in security guards not trained on City processes and causes less accountability. We also experience constant staff turnover with third-party companies, which results in untrained and unqualified staff which makes it difficult to ensure consistent service to our staff and residents. The City also takes on additional risk should there be an emergency and the third-party contract guards do not know how to respond and/or activate the Employee Notification System (ENS).

### Alignment with Strategic and Corporate Objectives

Implementing a mobile security team will aid in meeting the strategic and corporate objective of:

- People
  - Wellbeing - To actively engage, inform and create opportunities for people to participate in community building, making Cambridge a better place to live, work, play and learn. Community wellbeing, work with partners to create a safe, inclusive and accessible City.
  - Vibrant Neighbourhoods - Encourage safe and healthy neighbourhoods. Promote, facilitate and participate in the development of safe and healthy neighbourhoods.
  - Belonging - Be known as a safe and welcoming community where everyone feels like they matter.

**Analysis**

**Current State**

In August of 2021 the City of Cambridge moved to an in-house model for Corporate Security which ended the Barber-Collins Security services contract (Report# 20-304(CRS)). Over the past several months the Municipal Compliance team has been reviewing the services provided, identifying gaps/risks, and looking for further opportunities to enhance the Corporate Security program throughout the City and to reduce costs associated with third party security companies, on call manager call out for building alarms and reducing money being spent on vandalism cleanup/repair. Currently Corporate Security only monitors the City Hall Campus (City Hall, Historic City Hall, Fire Museum, David Durward Centre for the Arts, 17 Cambridge, Market building, Civic Parking Lot, and Beverly Parking Lot).

The City currently employs 4 full time security guards who work Monday – Friday and 4 part time security guards who work only on weekends.

**Current Challenges**

Over the last few years, the City of Cambridge has experienced an increase in the complaints surrounding the unhoused population and people engaging in prohibited activities in our parks and recreation facilities. This has put a strain on our current by-law resources. The response to people experiencing homelessness could be improved by having Municipal By-law Compliance Officers address issues on private property and Security Guards address

issues on City/public property. It is believed this would improve service to our residents by sharing the workload between all Municipal Compliance staff and not bogging down resources from just one team. This is the current model used by our municipal partners in the City of Kitchener, City of Waterloo, City of Guelph, and City of Brantford.

Increasing our Security Guard compliment could allow Municipal Compliance to include mobile security services such as alarm response for all City parks and facilities, proactive and reactive patrols of our Business Improvement Areas (BIAs) and assist with addressing people experiencing homelessness on City property.

The benefits of having a mobile security team would allow Security Guards to respond to alarms at all City owned facilities, eliminating the need for Parks and Recreation staff having to respond to these alarms after hours. Having a mobile security team would also allow staff to address increased violence in our arenas and recreation centres.

This would reduce the risk of injury or violence to those Parks and Recreation staff responding to alarms since they are not trained or equipped to handle matters should the alarm be a legitimate reason. It also reduces the risk as at times the responding manager’s spouse has arrived with them due to concerns around safety. It is anticipated this would save money on overtime and mileage required for staff to respond to these matters.

The City currently spends approximately \$84,000 a year (\$7,000 a month) on contracted security guard services.

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It is estimated the City has spent between \$30,000 - \$50,000 in 2023 on cleanup costs and repairing damaged parks/ recreation assets and staff time spent on these matters.

It is expected that this proposal would increase the current service level offered by our Municipal Compliance team, reduce the amount spent on third-party contract security guards, costs associated with damage to park and facility assets and call out costs for on call staff. The total estimated amount spent is \$134,000. This proposal will also allow staff to hire, train and keep qualified, knowledgeable staff and reduces the risk associated with having untrained security guards who are unfamiliar with our policies and procedures monitoring our facilities.

It has been difficult to determine the exact amount that each division is spending on third party alarm monitoring, call out costs and contract security services, staff will continue to determine the amount spent on this to determine future savings City wide.

### Options to Additional Security Guards

Options available include hiring additional permanent full-time staff, permanent part-time staff and transitioning our current permanent part-time staff into full-time. Staff have provided three options to be considered if there is a desire to increase service levels for our Corporate Security team.

#### Option A:

Hire 5 new permanent full-time security guards with one vehicle. This will create a mobile security team able to cover 24 hours a day, 7 days a week, 365 days a year. The requested ongoing amount is a net financial impact of \$151,000 and \$96,000 one-time amount.

(Please refer to Financial Implication Option A for the breakdown of costs). This option provides an increased service level with regards to ability to proactively patrol parks and Business Improvement Areas (BIAs), and alarm response.

#### Option B:

A second alternative could be to transition our current part-time security guards to full-time along with a security vehicle. This would adjust the FTE increase by only 2.76 and would result in net expenditures of \$23,600. The one-time cost would be reduced to \$73,400 as the current part time staff will already have a uniform and body armor. (Please refer to the Financial Implication Option B for the breakdown of cost). This option would result in the security team consisting of 8 FTE's. This would provide greater coverage but eliminate the use of part-time security guards. We would be able to provide the ability to be able to respond to alarms and be able to attend arenas and events on an as needed basis only. This option would not allow for proactive patrol and could still result in some gaps in coverage.

#### Option C:

Alternatives to adding to our FTE complement could be adding seasonal or additional part-time staff to our current complement and not purchasing a vehicle for mobile patrols. This would have cost savings as benefits would not be required for part-time staff working 24 hours or less. It is anticipated that should we proceed with only hiring part time staff following our current agreement of 14 hours a week per part time Security Guard there would be an approximate savings of \$90,600 in benefits and \$215,900 in salaries (from Option A) with net revenues being \$166,400 and the one-

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time amount to \$29,200. (Please refer to the Financial Implication Option C for the breakdown of cost). We should note that hiring and retaining part-time staff has been difficult as people wish to obtain full-time employment with benefits. This option would provide greater coverage and the ability for recreation staff to utilize internal security guards by pre-booking only, we would not be able to provide the ability to respond to alarms or be able to attend arenas and events on a proactive basis. This option would not allow for patrols of parks. If requested this option can also include the purchase of a new vehicle to aid in attending parks however it would not be on a consistent basis but could be based off an as needed option. Adding a vehicle to option C would increase the one-time costs to \$79,200 and the net expenditure/revenues to (\$145,000).

**Consequences of Not Proceeding**

Should the decision be made to not proceed with any of the options provided, we will continue to experience impacts to the level of service we can provide. Our service levels were negatively impacted throughout 2022 and 2023. With our current resources much attention/time is spent on addressing concerns around folks experiencing homelessness and this takes away from efficiently handling other requests for service such as property standards, noise, business licensing and sign complaints.

**Financial Implications**

**Option A**

Description	Annual Cost
Salary & Benefits - 5 FTE	\$ 397,400
Uniforms	\$ 7,500
Vehicle - operating cost	\$ 21,300
Savings - Contract security cost/OT	\$ (122,300)
<b>Annual Expenditure</b>	<b>\$ 303,900</b>
<b>Annual Revenue - parking tickets issued</b>	<b>\$ (152,900)</b>
<b>Net Annual Cost</b>	<b>\$ 151,000</b>
<b>One-Time (Vehicle/Computer/Training)</b>	<b>\$ 96,000</b>

**Option B**

Description	Annual Cost
Salary & Benefits - 4 PT to FT	\$ 218,700
Uniforms	\$ -
Vehicle - operating cost	\$ 21,300
Savings - Contract security cost/OT	\$ (122,300)
<b>Annual Expenditure</b>	<b>\$ 117,700</b>
<b>Annual Revenue - parking tickets issued</b>	<b>\$ (94,100)</b>
<b>Net Annual Cost</b>	<b>\$ 23,600</b>
<b>One-Time (Vehicle/Computer/Training)</b>	<b>\$ 73,400</b>

**Option C**

Description	Annual Cost
Salary & Benefits - 4 x 0.31 FTE	\$ 91,000
Uniforms	\$ 6,000
Vehicle - operating cost	\$ -
Savings - Contract security cost/OT	\$ (122,300)
Annual Expenditure	\$ (25,300)
Annual Revenue - parking tickets issued	\$ (141,100)
<b>Net Annual Cost</b>	<b>\$ (166,400)</b>
<b>One-Time (Computer/Training)</b>	<b>\$ 29,200</b>

**Recommendation**

Staff have provided options for Councils consideration based on the service level they wish for the Municipal Compliance team to provide. Option A, the hiring of 5 new permanent full-time security guards with one vehicle, is the recommended selection offering the greatest benefit in effectively mitigating service level impacts and improving safety.

Should Council wish to proceed with Option A, the recommendation would be that Option A of the Mobile Security Issues Paper, being the addition of 5 new permanent FTE security guards along with one vehicle, be approved as part of the 2024 Operating Budget, with a base budget cost of \$151,000 and one-time expenditure of \$96,000.

If no option is selected, staff anticipate that damage and vandalism in our park facilities would continue to rise having significant repair costs. Staff also anticipate experiencing staff shortages, inconsistent approach to incidents, staff burnout, increase in overtime expenses and the need to rely on third-party security contractors.

**ISSUE TITLE: SUSTAINABLE INFRASTRUCTURE RENEWAL FUNDING**

**Department/Division: Infrastructure Services**

**Budget Impact: To be decided**

**Preparer: Yogesh Shah**

**Background**

The City of Cambridge, like most municipalities, is responsible for delivering essential public services, such as transportation, drinking water, wastewater collection, storm water collection, parks, cemeteries, libraries, fire prevention and protection and recreation services. Delivery of these critical and essential services requires City owned and operated infrastructure to be maintained in a state of good repair. To support these front-end services, the City also relies on internal services such as operations and maintenance of facilities, fleet vehicles and equipment, finance, technology services, by-law compliance and many others. City-owned infrastructure is valued at \$3.8 billion. In addition, the City also operates and maintains assets owned by others such as the Region of Waterloo, Grand River Conservation Authority, and the School Boards to deliver these services.

Life cycle management of these assets includes acquisition/construction, maintenance, rehabilitation, replacement, and decommissioning. Understanding the benefits of asset management such as improved infrastructure performance, increased, or maintained customer satisfaction, optimized life cycle costs, enhanced reputation, and risk reduction, the City of Cambridge established the asset management division in 2005 with the mandate to establish a sustainable infrastructure management

framework for core infrastructure such as transportation, drinking water, wastewater, and stormwater. With mature processes for inventory, condition assessment, valuation, and renewal need planning for core infrastructure, the asset management division mandate was revised in 2015 to include all assets owned and operated by the City.

**Ontario Regulation 588/17**

The Province of Ontario recognized the importance of asset management planning when Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) was enacted on January 1, 2018. The regulation outlines guidelines and expectations for the application of asset management principles for municipalities. The regulation provided a phase-in timeline of 6 years to develop a fully compliant Asset Management Policy, Asset Management Plan (AMP), and long-range financial strategy. Due to the pandemic the original phase-in timeline was extended to 7 years. A fully compliant AMP with inventory of all assets including condition, current valuation, current and future service levels, asset life cycle strategy, and financial strategy is due before July 1st, 2025.

The City of Cambridge first published the AMP in 2013 aligning with the province established “Building Together” guideline. The AMP was revised and approved in 2020, meeting the requirement of O. Reg. 588/17 – AMP Phase 1 for core infrastructure. In October 2023, the Asset Management Division provided an annual Asset Management - State of Infrastructure report and Council Workshop.

### Alignment with Strategic and Corporate Objectives

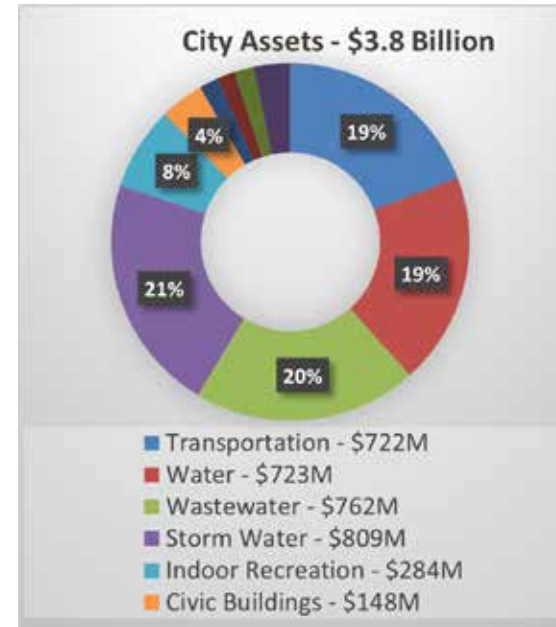
The Cambridge Connected Strategic Plan includes a commitment to the public values of sustainability, leadership, collaboration, transparency, and engagement. Full life-cycle costing of City infrastructure through the Asset Management Plan contributes to transparency in reporting of financial commitments and liabilities. Prudent and forward-looking capital planning directly contributes to sustainable financial and asset management planning.

### Analysis

#### Current State

City owned infrastructure is valued at \$3.8 billion (replacement cost) as of 2022. In addition, the City also operates and maintains assets owned by others such as the Region of Waterloo, Grand River Conservation Authority, and the School Boards. These assets are essential to be maintained in a state of good repair to provide critical and essential services such as transportation, drinking water, wastewater collection, storm water collection, parks, cemeteries, libraries, fire prevention and protection and recreation services.

The City also supports community growth by building and acquiring new assets such as the expansion of roads, water and wastewater network, new storm water management facilities, pumping stations, indoor and outdoor recreation facilities, and acquiring new fleet vehicles and equipment to operate and maintain these additional assets.



Of the City owned assets, 80 per cent are classified as **core assets** – transportation, water, wastewater, and storm water systems.

The remaining 20 per cent are **non-core assets**, which includes indoor recreation and culture services assets valued at \$284M, parks and outdoor recreation valued at \$124M, civic buildings, operations facilities, fleet, and IT assets valued at \$214M, library buildings assets valued at \$60M, and fire stations and apparatus valued at \$66M.

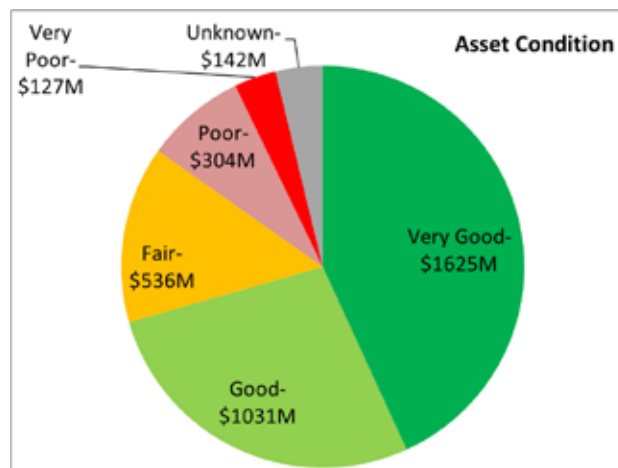
More than 50 per cent of City assets are underground and not visible to residents, however they are critical in delivering essential services such as drinking water, wastewater collection and storm water management. These account for over 1,700 km

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of pipe network and are buried under 630 km of road network, conservation lands, wetlands and within easements over privately owned lands.

The City also owns, operates and maintains above ground assets such as bridges and culverts, parks, trees and natural areas, trails, sidewalk and walkways, retaining walls, parking lots, streetlights, arenas, indoor and outdoor aquatic facilities, playgrounds, park amenities, libraries, fire stations, community and older adult service centers, theaters and a market building. Many of these assets are designated heritage assets and require enhanced care and maintenance for preservation.

These assets have varying life cycles and require complex life cycle management strategies for each asset class to keep them in a good state of repair and realizing optimum value before they are due for replacement or decommissioning. Most vehicles and equipment will have a life cycle of 8-14 years, while roads, bridges, culverts, buildings, and sidewalks have a life cycle of 40-50 years and underground pipe networks have a life cycle of 70-90 years.



The City’s assets are at different stages in their lifecycle and have varying conditions depending on use and maintenance history. The overall average condition of assets has been deteriorating, indicating the City is not keeping pace with investing in the rehabilitation of its assets.

In 2017 approximately 74 per cent of assets were rated as being in very good or good condition, which has since fallen to 71 per cent. At this time, 9 per cent of its assets with a replacement value of \$228 million were rated as in poor or very poor condition. As of 2022, this has since increased to 12 per cent with a replacement value of \$431 million. At the 2017 assessment, 12 per cent of assets totaling a replacement value of \$292 million were rated as being in fair condition, which has since increased to 14 per cent with a replacement value of \$536 million as of 2022.

The assets in fair condition (or middle-aged life cycle stage) require frequent inspection, monitoring, and maintenance to provide expected service levels and may require repair and/or rehabilitation.

Assets in poor and very poor condition may have less than 40 per cent of life remaining and are able to provide service, however they are prone to frequent failures requiring higher resources to maintain, and result in varying levels and frequency of service interruption to residents, businesses, industry, and institutional customers.

The City has established asset inspection and condition assessment programs for various assets. Some of these inspection programs are required as per regulation and others are best practice to identify health and safety issues for proactive repairs and maintenance. Condition assessment programs identify potential capital maintenance and replacement needs to identify and prioritize capital investment plans and to forecast remaining service life.

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Inspection programs such as road patrolling, playground inspection, annual sidewalk inspection, and bridge condition assessments are regulatory requirements. While water leak investigations, CCTV inspection of underground pipes, and road condition assessment programs are best practices to reduce water loss and inflow & infiltration.

These programs are part of the City's risk management strategy to minimize damage to public and private properties and defend any potential claims.

**Current Challenges**

The City of Cambridge, like many other municipalities, is facing the challenge of a growing infrastructure gap. Some of the major drivers of this infrastructure gap amongst municipalities is the reduction in external funding and support for infrastructure from higher levels of government, the timing of infrastructure life cycle needs, and past practices of deferring maintenance and replacement during budget deliberations.

Inflationary challenges as well as increasing community expectation such as the preservation of heritage features, climate adaptation, and legislative changes such as accessible infrastructure, have significantly increased project costs, while funding has not kept pace.

In addition to these factors, there are many competing priorities for available capital funding. Community expectations for levels of service, digital services, and higher quality of facilities are increasing and leading to more projects at an increased cost and time to execute.

The Capital Budget is the City's capital investment plan, covering repairs and renovations to existing City assets as well as new assets built or acquired to support growth or strategic economic investment. The City is committed to maintaining infrastructure in a state of good repair to provide reliable and efficient services, building new infrastructure for service enhancement or future growth, and implementing priorities identified by the City's strategic plan. The capital investment plan is prepared in collaboration with the Region of Waterloo and other utilities to coordinate infrastructure renewal.

The capital investment plan is funded from a combination of property taxes, water and sewer rates, development charges, debt, funding from the Canada Community-Building Fund (CCBF), formerly known as the Gas Tax Fund, and other reserve funds.

The capital investment plan includes a budget for 2024 projects and a forecast for the next nine years. The City's 2024- 2033 capital investment plan is \$725 million, which includes \$461 million (63.5%) for renewal of existing infrastructure and \$264 million (36.5%) for new infrastructure. The capital investment plan for 2024 allocates 36% for renewal of existing infrastructure and 62% for new infrastructure.

The 2024-2033 capital investment plan includes provision for \$139.7 million in debt financing to reduce the infrastructure gap. \$55.2 million of this debt is supported by tax levy funding, while \$87.2 million is funded through development charges to be collected in the future. It is important to note that 91.5 per cent (\$127.9 million) of the total debt provision is planned during the first three years (2024-2026) of the capital investment plan.

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Each year, City staff rank and prioritize capital projects and put forward a capital investment plan that best reflects infrastructure needs and council priorities. However, due to funding shortfalls, some projects remain unfunded and/or not submitted for consideration due to lack of available staff resources to execute projects.

There are 74 unfunded capital projects between 2024 and 2033 that are not currently included in the ten-year capital investment plan, with a total forecasted cost of \$86 million from all funding sources. In addition, projects identified through asset management condition forecasting with funding needs of \$60 million for roads and storm water linear infrastructure are not submitted for consideration. Of note, there is appropriate funding available for renewal of water and wastewater infrastructure, however due to lack of matching funding needed for roads and storm water infrastructure, these linear infrastructure projects are deferred.

Unfunded projects include:

- Core infrastructure renewal projects that are critical to maintaining current service levels (\$37.2 million);
- Roads and storm water linear infrastructure renewal projects that are critical to maintaining current service levels and not submitted (\$60 million);
- Facility, recreation, and other non-core asset renewal projects (\$12.4 million);
- Projects to support strategic initiatives (\$8.0 million); and
- Projects that are required to support growth and development but exceed current forecasted development charges revenues (\$27.8 million).

The remaining current infrastructure funding gap over the next 10 years is \$145.4 million after debt provision of \$139.7 million. \$117.6 million of this remaining infrastructure funding gap is for tax funded infrastructure after debt provision of \$52.5 million over next 10 years.

	Total Funding Gap (million)	Debt provision (million)	Remaining Funding Gap (million)
Tax Supported Infrastructure	\$170.1	\$52.5	\$117.6
Development Charges Supported Infrastructure	\$115	\$87.2	\$27.8
<b>Total</b>	<b>\$285.1</b>	<b>\$139.7</b>	<b>\$145.4</b>

City Council has approved a long-range financial plan for water and wastewater infrastructure funded through water and wastewater rates. The long-range financial plan is due for revision and the update will be presented to Council in Spring of 2024.

**Capital Levy Contribution**

Moving forward in the City’s projections, the capital levy is forecasted to increase by 4 per cent annually in comparison to the Construction Price Index of 6.6 per cent as per 2024 Statistics Canada quarterly construction price statistics, catalog number 62.007 in October 2023 (15.6 per cent in 2022). The tax levy increase does not account for any donated assets built to support growth for subdivisions. The ten-year capital forecast has been prepared based on these funding levels. However, with this level of funding, the average condition of assets such as roads, storm water infrastructure and facilities will continue to deteriorate while some

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essential but non-critical amenities may need to be closed.

The City’s current financial policies implemented in 2014 may need further review to increase the annual capital levy contribution from 4 per cent to at-least rate of Construction Price Index and a proportional contribution from assessment growth may be necessary to account for donated assets through subdivision development.

**Linear Infrastructure Renewal**

The City currently owns 515 km of roads with expected service life of 40 years. This means to keep City roads in good condition, the City needs to rebuild 13 kilometers of road each year. Due to the current funding levels, the City has reconstructed an average of 3.2 km of roads each year for the last five years, and allocated funding for 3.5 km of roads each year for the next five years. Lack of funding for roads and storm water infrastructure renewal also restricts reconstruction of the water and wastewater networks significantly below current needs.

As per the Draft 2024-2033 capital investment plan, the City has

Asset Class	Total Length km	Life Span years	Aged Based Needs (Total length /Life Span) km	Average Annual Renewal (last 5 years) km	Average Annual Renewal (next 5 years) km
Road reconstruction	515	40	13	3.2	3.5
Road resurfacing				2.4	1.7
Stormwater System	395	80	5.0	1.9	1.5
Water System	550	70	7.8	4.3	4.6
Wastewater System	557	80	7.0	3.2	4.6

allocated an average of \$9 million annually in current replacement costs for roads and storm water linear infrastructure renewal. This funding is allocated from tax funded capital reserve funds and Canada Capacity Building Funds (formerly known as Gas Tax Funds). To maintain City owned roads and storm linear infrastructure in a good state of repair, and to supplement funding required for water and wastewater linear infrastructure renewal, the City needs to allocate \$15 million each year from tax supported reserve.

**New Infrastructure to Support Growth**

As the City builds new infrastructure through capital investment, a plan for operation and maintenance of these assets to support delivery of services to the community also needs to be implemented. The costs to operate and maintain new infrastructure is referred to as capital impacts or operating Impact from capital. The operating impact of the 2024 capital investment plan on the operating budgets is \$5.3 million over the next four years. Further, the operating impact for capital projects forecasted for 2025 through 2027 includes an impact of \$5.4 million between 2025 and 2027. These impacts total a considerable \$10.7 million over the next four years and an increase of 10.0 per cent on the tax levy, in addition to regular inflationary adjustments. Almost half of the operating impact, or \$5.1 million, is for the repayment of debenture principal and interest payments on debt incurred to construct the new infrastructure.

Currently, a significant level of staff resources are dedicated to planning, designing, and building new infrastructure to support growth.

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**Financial Strategy**

The City’s Asset Management Plan (AMP), as presented to Council in 2020, discusses strategies to achieve sustainable lifecycle funding to maintain the City’s assets in a state of good repair. Over the last 4 years, the City has made progress towards implementing some of these strategies such as:

- **Public Private Partnership** - (i.e. Private capital investment (100%) to expand existing Cambridge Sports park from a twin pad arena to four pad arena with ice rental agreement). Based on learnings from this project, a similar strategy can be implemented for other services.
- **Sponsorship** – Council approved a sponsorship strategy for the Soccer Complex, Recreation Complex and expanded Preston Memorial Auditorium. The sponsorship strategy can be extended to award naming rights for other existing recreational facilities and amenities.
- **Debt** – approval of debt financing for the Soccer Complex, Preston Memorial Auditorium and further provision for debt financing for the Recreation Complex, Black Bridge Road bridge and Townline Road reconstruction, and Riverside dam reconstruction. As discussed earlier, this significant debt provision may not be sustainable in the current financial environment of increased interest rates as it adds a significant impact to tax rates and development charges because of annual debt repayment obligations.
- **Establishing a storm water utility** and developing a long-range financial plan funded through storm water rates. Most municipalities in Ontario including Kitchener, Waterloo, and

Guelph have an established storm water utility which has been in operation for many years. Staff has retained a consultant and are preparing a final report regarding implementation of a storm water utility rate for the City of Cambridge for Council consideration.

- **Review of rates and fees** for various City services including facility rentals. The 2024 Draft Capital Budget includes a capital project to review rates and fees in 2024.

Due to the onset of the pandemic in 2020, implementation of some of these strategies was delayed or deferred to mitigate the impact to taxpayers. These strategies as outlined below can further be explored for implementation:

- A. Increased reserve contribution which can be indexed to the Construction Price Index with dedicated contribution to Infrastructure Renewal Fund (IRF);
- B. Special Infrastructure Levy increases over next few years allocated to IRF;
- C. Allocation of a portion of Assessment growth to IRF;
- D. Contribution from year-end operating surplus to Infrastructure Renewal Fund (IRF); and/or
- E. Review of current staffing levels dedicated towards infrastructure renewal and creation of a dedicated team to deliver the capital program required to maintain assets in a state of good repair.

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These are financial strategies and not options. Complex challenges require a multi-prong approach to achieve the desired outcome. Multiple options from the strategies outlined above and detailed below should be considered for implementation. The strategies can be staged over a period of time.

### **Strategy A – Increased Tax Levy Contribution to Reserve**

As per the 2024 Draft Budget and Business Plan, the capital levy is forecasted to increase by 4 per cent annually, while in comparison the 2023 Construction Price Index is 6.6 per cent (15.6 per cent in 2022).

The current capital levy contribution is also used to build new infrastructure not eligible for development charges to support growth and meet community expectations for improvement in service levels.

Some Ontario municipalities have implemented policies to dedicate upwards of 80% of the capital levy towards renewal of infrastructure (or to an IRF), making the remaining 20% available to advance strategic initiatives as identified by the community and Council. This 20% is in addition to other reserve funds such as Development Charges (DC) available to build new infrastructure to support growth, Economic Development Reserve fund, Core Area Transformation Fund and Municipal Accommodation Tax (MAT).

The City's current financial policies implemented in 2014 may need further review to increase the annual capital levy contribution from 4 per cent to at least the rate of the Construction Price Index of 6.6 per cent. The proposed 2024 budget includes a base capital levy contribution of \$10.9 million and the operating budget includes increasing this amount by 4 per cent (\$436,600). It would be

prudent to increase this contribution annually by 6.6 per cent (\$717,836 for 2024) to align with the rate of the current Construction Price Index. It is recommended that the contribution to the capital levy be reviewed at the beginning of each Council term.

### **Strategy B - Special Infrastructure Renewal Fund (IRF) Contribution**

The current infrastructure gap for tax supported infrastructure over the next 10 years is forecasted to be \$117.6 million after provision of \$55.2 million debt supported through tax levy. This amounts to an annual infrastructure funding gap of \$11.7 million in replacement value as of 2022. To achieve a fully funded infrastructure renewal plan the City would need to increase the tax levy by 11 per cent.

It is therefore proposed that Council consider establishing an IRF and provide 1% additional tax levy funding each year starting in 2024 until a fully funded infrastructure renewal plan is achieved. This special infrastructure renewal fund contribution would be reviewed at the beginning of each Council term after receiving an updated State of Infrastructure report from staff.

### **Strategy C – Contribution from Assessment Growth**

The City is expected to experience significant growth over the next few years. New infrastructure built outside subdivisions, such as expanded road infrastructure and installation of bigger pipes is funded through the collection of development charges. The City's financial policy established in 2014, has a provision for contribution for sustainable infrastructure renewal identified as an operating impact of the construction capital project. However, all internal roads, underground infrastructure, trails, and parks built by the developer and donated to the City has no such funding identified.

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There is currently no process to identify the operating impact for these new assets to be operated, maintained and replaced when needed. It is a best practice adopted by some municipalities to contribute a portion of the assessment growth to sustainable infrastructure renewal funds to account for this infrastructure.

The City should consider contributing 40 per cent of assessment growth to a Infrastructure Renewal Fund (IRF). The remaining 60 per cent could be allocated towards the various services provided to the new resident, and operation and maintenance of new infrastructure.

**Strategy D – Contribution from Annual Operating Surplus**

Over 400 residents participated in the 2024 Budget Engagement Survey. Over 94% of respondents indicated that it is important to provide funding to replace infrastructure and that the City should spend in-year surpluses to keep the City’s infrastructure in a state of good repair.

In years where an operating surplus is realized, the annual surplus could be used to supplement sustainable infrastructure renewal funding and ultimately reduce the cost of operating impacts to residents. Allocation of in-year operating surplus could also assist in achieving a fully sustainable infrastructure renewal plan earlier than projected.

**Strategy E - Review of Current Staffing Levels**

Resource management is a key priority and concern identified through implementation of the Project Management Office. Through the annual business and budget planning process, it is observed that many projects and initiatives are either deferred, cancelled, or not

planned due to lack of resources.

To implement new strategic priorities identified by the community and Council, existing staff resources are commonly reassigned to projects to support the building of new infrastructure.

Funding provided through options A through D, as well as funding provided through water, wastewater, and storm water long-range financial planning, will not achieve the desired outcome if there are insufficient staff resources to deliver capital renewal projects. This could result in an accumulated reserve.

It is important that the current staffing level dedicated to renewal and replacement of existing infrastructure be reviewed as additional funding is identified, and if required, additional staff resources be provided through appropriate funding (i.e., Infrastructure renewal fund, DC etc.).

**Consequences of Not Proceeding**

As per current analysis, the City needs a dedicated Infrastructure Renewal Fund (IRF) with additional tax support funding of \$11.7 million each year over next 10 years to keep existing infrastructure in a state of good repair. In addition, the City also needs a plan for contribution to the IRF for any new assets built and/or acquired by the City. Maintaining the current capital investment towards existing infrastructure may result in:

- Faster degradation of assets, increasing the funding gap for asset replacement;
- Increased number of premature failures of assets, (more potholes, lower quality roads, increased flooding);

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- Increase staffing and resources requirements for reactive repairs and maintenance;
- Reduced levels of service due to increased response time for repairs and maintenance;
- Closure of public amenities such as playgrounds, splashpads, pedestrian bridges, trails, sports fields, if deemed unsafe through condition assessment program; and
- Increased claims and risks to public and private property.

As presented at the Asset Management workshop, the City’s average road condition is “GOOD” with average pavement quality index of 6.85 on a scale of 1 (very poor) to 10 (very good). With current funding levels, the overall road network condition will reach below 4.44 by 2052 with many of the City’s local roads in poor or very poor condition. Currently, 26 km of City roads are categorised as critical requiring increased maintenance. With current funding, more than 250 km (more than 50%) of the City’s road network will be in the critical category by 2052 and will require significant maintenance to keep them in service.

**Financial Implications**

**Strategy A - Increased Tax Levy Contribution to Reserve**

Increase the capital contribution from 4 per cent to 6.6 per cent to align with the rate of the Construction Price Index. This will result in a 2024 incremental operating impact of \$281,236 equating to an additional annual household impact of \$4.20 per average residential property.

**Strategy B - Special Infrastructure Renewal Fund (IRF) Contribution**

Establishing an Infrastructure Renewal Fund (IRF) with a dedicated tax levy of 1% results in a 2024 incremental operational impact of \$1,084,094 equating to an additional annual household impact of \$16.31 per average residential property.

**Strategy C – Contribution from Assessment Growth**

Currently, assessment growth is used within the annual operating budget to offset incremental growth-related costs, therefore redirecting a portion of this funding towards infrastructure renewal will have an impact on the tax levy.

In terms of the 2024 Operating Budget, a 40 per cent repurposing of assessment growth towards an Infrastructure Renewal Fund (IRF) totals \$949,937, equating to an additional household impact of \$14.27 per average residential property.

**Strategy D – Contribution from Annual Operating Surplus**

Currently, per the Year End Operating Surplus Allocation Policy, any resulting surplus funds identified following the year-end audit are allocated predominantly to the Rate Stabilization Reserve to provide a contingency for unforeseen events and stabilize fluctuations caused by one-time expenditures or revenue shortfalls. A reduction to the value historically received through surplus funds to these Reserves will not directly impact the tax levy.

**Strategy E- Review of Current Staffing Levels**

No direct financial impact to tax or utility rates.

**Recommendation**

Based on the options outlined above, Council may choose to approve any of the following recommendations or a combination of multiple recommendations:

A1. That Council directs the Chief Financial Officer to establish an Infrastructure Renewal Fund (IRF);

A2. That Council directs the Chief Financial Officer to increase the dedicated annual capital levy reserve contribution from 4 percent to 6.6 per cent each year starting in 2024;

A3. That Council directs the Chief Financial Officer to dedicate a minimum of 80 per cent of the capital works reserve contribution to an Infrastructure Renewal Rund (IRF) for allocation to maintaining existing infrastructure in a state of good repair, effective 2024;

B1. That Council direct the Chief Financial Officer to implement an additional 1 per cent tax levy each year commencing in 2024 to the IRF until a fully sustainable infrastructure plan is achieved;

C1. That Council directs the Chief Financial Officer to allocate 40 per cent of annual assessment growth dollars to an Infrastructure Renewal Fund (IRF) commencing in 2024;

D1. That Council directs the Chief Financial Officer to allocate any residual portion of any annual operating surplus to an Infrastructure Renewal Fund (IRF) starting in 2023, unless Council allocates this surplus for another purpose; and/or

E1. That Council directs the Director of Engineering, Project Management Office, and Chief Financial Officer to review current infrastructure renewal project staffing levels and their funding sources and, if required, seek additional staffing resources with appropriate funding sources to ensure maintenance of City assets remain in a state of good repairs.

City of Cambridge

2024

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