

# Your Budget Your Innisfil

Investing in Today,  
Preparing for Tomorrow.



# 2025-2026 Budget Index

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# Financial Summary: Approved 2025-2026 Budget

## Introduction

Town of Innisfil's 2025/2026 budget was adopted at the Council Meeting on January 29, 2025. The budget includes a blended property tax rate increase of 5.5 per cent in 2025 and 5.5 per cent in 2026. The approved budget equates to an annual increase in municipal taxes of \$276.88 in 2025 and \$292.29 in 2026 for the average household.

The Town's operating budget, excluding Police, includes \$40.7M (2025) and \$44.0M (2026) for the delivery of day-to-day services to residents and businesses, and a Capital Levy of \$13.8M (2025) and \$16.0M (2026) for the repair and replacement of assets. The capital budget of \$85.0M (2025) and \$55.3M (2026) looks ahead to identify the funding needed to maintain and build Town assets.

Key capital investments in the 2025/2026 budget include:

- Road rehabilitation program - \$15.0M
- New park development - \$9.9M
- Annual playground replacement and park redevelopment program – \$2.6M
- Lakeside parks program - \$4.3M
- Urbanization and intersection improvement of 6th Line (20th Sideroad to Angus Street) - \$7.1M
- Drainage improvement program – \$6.4M
- Stormwater pond clean-out and retrofit program - \$3M
- Continued implementation of trail program – \$1.2M
- Various initiatives to support the Innisfil Economic Development Strategic Plan – \$415K

## Budget Timeline

Date	Item
April 16, 2024	The Mayor gave direction to staff to prepare the 2025-2026 Budget.
June 5, 2024	Revised User Fees & Charges were adopted by Council.
November 13, 2024	The draft budget was presented to Council and community members.
December 4 and 6, 2024	Two Special Council Meetings were held for Council to receive budget presentations, deliberate the proposed budget, and provide direction to staff regarding revisions to the budget.
January 15, 2025	The revised budget was recommended by Council for inclusion in the Mayor's proposed budget. Council approved shortening the 30-day amendment period to January 29, 2025.
January 16, 2025	The Mayor proposed the 2025-2026 Budget, in accordance with the Strong Mayor legislation, Section 7 of O.Reg. 530/22 ( <a href="#">MD 02-25</a> ).
January 29, 2025	Budget adopted.



## Operating Budget

The Operating Budget addresses the ongoing day-to-day operational requirements needed to deliver services to residents. It includes revenues expected to be received from fees and various other user-paid activities like program registrations, ice rentals, etc., which are applied to reduce the amount needed to be raised through property taxation.

During the budget deliberation and revision process, additional reserves and reserve funds were used to reduce the blended tax rate increase to 5.5% for 2025 and 2026.

Table 1 below summarizes the Town's Approved 2025 & 2026 Operating Budget by Revenues & Expenditures.

**Table 1: Approved Operating Budget by Revenues & Expenditures**

	2024	2025			2026		
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change
<b>Revenues</b>							
Registration & Facility Fees	(\$3,043,737)	(\$3,277,478)	(\$233,741)	7.7%	(\$3,312,645)	(\$35,167)	1.1%
Permits & Other Development Fees	(3,292,087)	(3,404,425)	(112,338)	3.4%	(3,551,818)	(147,393)	4.3%
User Fees, Licences and Fines	(1,370,817)	(3,803,988)	(2,433,171)	177.5%	(3,844,962)	(40,974)	1.1%
Penalties & Interest	(1,396,000)	(1,925,000)	(529,000)	37.9%	(2,125,000)	(200,000)	10.4%
Interest & Dividends	(1,505,355)	(1,891,591)	(386,236)	25.7%	(1,482,108)	409,483	(21.6%)
Ontario Lottery Gaming (OLG) Revenue	(6,200,000)	(7,000,000)	(800,000)	12.9%	(7,100,000)	(100,000)	1.4%
External Recoveries	(5,294,438)	(5,009,637)	284,801	(5.4%)	(5,076,275)	(66,638)	1.3%
Other	(928,767)	(1,324,873)	(396,106)	42.6%	(1,053,735)	271,138	(20.5%)
Property Taxation	(1,737,118)	(1,611,925)	125,193	(7.2%)	(1,624,159)	(12,234)	0.8%
Transfer from Reserve & Reserve Funds	(2,499,439)	(5,198,060)	(2,698,621)	108.0%	(5,503,915)	(305,854)	5.9%
<b>Total Revenues</b>	<b>(\$27,267,759)</b>	<b>(\$34,446,977)</b>	<b>(\$7,179,218)</b>	<b>26.3%</b>	<b>(\$34,674,616)</b>	<b>(\$227,639)</b>	<b>0.7%</b>

Table 1: Approved Operating Budget by Revenues &amp; Expenditures

	2024	2025			2026		
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change
<b>Expenditures</b>							
Wages & Benefits	\$33,379,348	\$36,556,320	\$3,176,971	9.5%	\$37,911,490	\$1,355,170	3.7%
Materials & Supplies	10,641,065	10,883,934	242,869	2.3%	11,423,442	539,508	5.0%
Utilities	2,577,077	2,762,284	185,208	7.2%	2,899,188	136,904	5.0%
Contracted Services	3,109,925	7,729,182	4,619,257	148.5%	7,933,525	204,344	2.6%
Rents & Financial	230,154	271,366	41,213	17.9%	278,652	7,286	2.7%
Long Term Debt - Principal & Interest	2,780,842	2,209,837	(571,006)	(20.5%)	2,032,334	(177,503)	(8.0%)
Transfer to Reserve & Reserve Funds	9,538,716	10,462,175	923,459	9.7%	10,931,617	469,442	4.5%
Conservation Authorities, Library & Grants	4,729,711	5,081,749	352,038	7.4%	5,372,507	290,759	5.7%
Internal Recoveries/Transfers	(1,883,195)	(1,770,636)	112,560	(6.0%)	(1,816,389)	(45,754)	2.6%
<b>Total Expenditures</b>	<b>\$65,103,642</b>	<b>\$74,186,211</b>	<b>\$9,082,569</b>	<b>14.0%</b>	<b>\$76,966,367</b>	<b>\$2,780,156</b>	<b>3.7%</b>
Add: Operating impacts from capital budget*	-	44,614	44,614	0.0%	213,408	168,794	378.3%
Add: Change Requests	-	903,483	903,483	0.0%	1,449,546	546,063	60.4%
<b>Total Town Operating (Excluding Police &amp; Capital Levy)</b>	<b>\$37,835,884</b>	<b>\$40,687,331</b>	<b>\$2,851,447</b>	<b>7.5%</b>	<b>\$43,954,705</b>	<b>\$3,267,374</b>	<b>8.0%</b>
Add: Capital Levy	11,961,476	13,839,476	1,878,000	15.7%	15,970,476	2,131,000	15.4%
<b>Total Town Operating (Excluding Police)</b>	<b>\$49,797,360</b>	<b>\$54,526,807</b>	<b>\$4,729,447</b>	<b>9.5%</b>	<b>\$59,925,181</b>	<b>\$5,398,374</b>	<b>9.9%</b>
Add: BWG/Innisfil Police Service Board**	13,552,370	15,032,090	1,479,720	10.9%	16,462,694	1,430,604	9.5%
<b>Total Operating Levy Requirement</b>	<b>\$63,349,730</b>	<b>\$69,558,897</b>	<b>\$6,209,167</b>	<b>9.8%</b>	<b>\$76,387,875</b>	<b>\$6,828,978</b>	<b>9.8%</b>

Notes: \*Operating impacts from approved 2024 capital have been incorporated into operating expenditures above

Table 2 below shows the Town's Approved 2025 & 2026 Operating Budget by Service. The Service Business Plans contain further details on the service area's operating budget including explanations of the year-to-year changes.

**Table 2: Approved Operating Budget by Service**

	2024		2025		2026		
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change
<b>Safety</b>							
By-Law Enforcement	\$600,297	\$811,573	\$211,276	35.2%	\$884,995	\$73,422	9.0%
Fire Protection	8,439,252	10,218,704	1,779,452	21.1%	10,793,007	574,303	5.6%
Police Services	13,552,370	15,032,090	1,479,720	10.9%	16,462,694	1,430,604	9.5%
<b>Growth</b>							
Building Permit & Inspection Services	-	-	-	0.0%	-	-	0.0%
Economic Development	1,281,711	1,496,934	215,223	16.8%	1,502,412	5,478	0.4%
Engineering Services	161,939	695,534	533,595	329.5%	712,610	17,077	2.5%
Planning Services	455,329	661,520	206,191	45.3%	741,782	80,262	12.1%
<b>Connection</b>							
Citizen Requests & Services	495,709	511,353	15,644	3.2%	524,784	13,431	2.6%
Communications & Community Engagement	743,225	770,852	27,627	3.7%	804,617	33,765	4.4%
Council & Committee Services	546,461	570,656	24,195	4.4%	588,143	17,487	3.1%
Customer Services	701,737	835,344	133,607	19.0%	946,781	111,437	13.3%
Health & Wellness	259,786	334,860	75,074	28.9%	379,629	44,770	13.4%
Innisfil Transit	545,979	1,126,980	581,001	106.4%	1,136,815	9,835	0.9%
Library Programming & Services	4,055,229	4,366,874	311,645	7.7%	4,632,245	265,371	6.1%
Sports & Recreational Activities	735,623	878,501	142,877	19.4%	948,141	69,640	7.9%

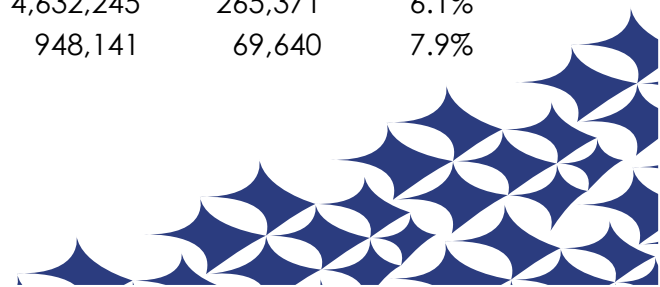




Table 2: Approved Operating Budget by Service

	2024		2025		2026		
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change
<b>Sustainability</b>							
Conservation Authority	564,478	604,871	40,393	7.2%	630,258	25,388	4.2%
Facilities Management	3,709,659	3,050,398	(659,261)	(17.8%)	3,102,076	51,679	1.7%
Parks & Open Spaces	2,782,470	4,640,924	1,858,454	66.8%	4,857,766	216,842	4.7%
Stormwater Management	779,124	914,729	135,606	17.4%	1,056,788	142,058	15.5%
Transportation Network	5,970,568	6,875,547	904,979	15.2%	7,423,111	547,564	8.0%
<b>Management</b>							
Corporate Finance	9,339,010	6,761,309	(2,577,701)	(27.6%)	9,198,378	2,437,069	36.0%
Corporate Legal Advice & Support	978,037	1,165,510	187,474	19.2%	1,208,470	42,959	3.7%
Corporate Management	1,322,035	1,485,695	163,660	12.4%	1,553,792	68,097	4.6%
Financial Management	1,843,723	2,068,716	224,993	12.2%	2,243,966	175,249	8.5%
Fleet Management	651,921	322,500	(329,421)	(50.5%)	295,452	(27,049)	(8.4%)
Information Technology	1,843,702	2,090,911	247,210	13.4%	2,409,759	318,848	15.2%
People & Talent Management	990,359	1,266,013	275,654	27.8%	1,349,407	83,394	6.6%
<b>Total Operating Budget</b>	<b>\$63,349,730</b>	<b>\$69,558,897</b>	<b>\$6,209,167</b>	<b>9.8%</b>	<b>\$76,387,875</b>	<b>\$6,828,978</b>	<b>9.8%</b>

The effect of the approved net Town budget is a blended rate increase of 5.5% in 2025 and 5.5% in 2026. Based on these rates, the average residential property tax bill would be as follows:

<b>Table 3: Tax Impact on Average Residential Home</b>					
<b>Approved Town Base Budget</b>	<b>2024</b>	<b>2025</b>	<b>2024-2025 % Change</b>	<b>2026</b>	<b>2025-2026 % Change</b>
Avg. Residential Assessment	\$446,363	\$446,363		\$446,363	
Town Services	\$1,799.37	\$1,896.34	5.39%	\$2,001.77	5.56%
Police	644.92	700.61	8.64%	749.74	7.01%
County	1,336.71	1,385.12	3.62%	1,440.56	4.00%
Education	682.94	682.94	0.00%	682.94	0.00%
<b>Total before Capital Levy</b>	<b>\$4,463.94</b>	<b>\$4,665.01</b>	<b>4.50%</b>	<b>\$4,875.01</b>	<b>4.50%</b>
Capital Levy	569.22	645.03	1% of blended rate	727.32	1% of blended rate
<b>Total Property Tax Bill</b>	<b>\$5,033.16</b>	<b>\$5,310.01</b>	<b>5.50%</b>	<b>\$5,602.33</b>	<b>5.50%</b>
Year-Over-Year \$ Change		<b>\$276.88</b>		<b>\$292.29</b>	



To see how Innisfil's average residential assessment compares to similarly sized municipalities, please refer to [innisfil.ca/budget](https://innisfil.ca/budget).



## Capital Budget

The Capital Budget addresses the requirements of growth and identifies the life-cycle repair, maintenance, and replacement of existing infrastructure, including community centres, fire stations, parks, libraries, arenas, roads, sidewalks, etc. The 2025 and 2026 capital budget were prepared utilizing information from Council-approved master plans and studies that guide the Town in managing growth and delivering upon the Strategic Plan priorities.

Per Council's direction, two revisions were made to the final approved capital budget:

- Removal of PKS432 Town Holiday Float
- Removal of FIRE58 Fire Station #6 - Innisfil Heights

After adjusting the capital budget for these changes, the final approved capital budget is \$85,014,081 for 2025, and \$55,333,149 for 2026.

The table below summarizes the Approved 2025 & 2026 Capital Budget by Service, plus 2027-2034 Capital Forecast.

Service Area	Approved 2025	Approved 2026	Total 2025 & 2026	Forecast 2027-2034	Total 2025-2034
By-law Enforcement	\$0	\$6,800	\$6,800	\$0	\$6,800
Corporate Management	150,000	-	150,000	150,000	300,000
Council & Committee Services	25,000	25,000	50,000	200,000	250,000
Economic Development	300,000	115,000	415,000	-	415,000
Engineering Services	61,823,088	43,556,744	105,379,832	1,016,929,068	1,122,308,900
Facilities Management	3,557,500	1,988,000	5,545,500	14,820,000	20,365,500
Financial Management	-	-	-	390,000	390,000
Fire Protection	9,311,881	531,904	9,843,785	17,425,405	27,269,190
Fleet Management	2,191,002	3,113,973	5,304,975	45,785,169	51,090,144
Information Technology	5,634,426	385,478	6,019,904	3,600,000	9,619,904
Innisfil Transit	100,000	-	100,000	500,000	600,000

**Table 4: Approved Capital Budget by Service Area**

Service Area	Approved 2025	Approved 2026	Total 2025 & 2026	Forecast 2027-2034	Total 2025-2034
Library Programming & Services	485,784	238,750	724,534	21,876,343	22,600,877
Parks & Open Spaces	125,000	175,000	300,000	1,840,067	2,140,067
Planning Services	550,000	440,000	990,000	2,149,007	3,139,007
Sports & Recreational Activities	-	55,000	55,000	-	55,000
Stormwater Management	760,400	4,701,500	5,461,900	15,160,000	20,621,900
Transportation Network	-	-	-	1,319,000	1,319,000
<b>Total</b>	<b>\$85,014,081</b>	<b>\$55,333,149</b>	<b>\$140,347,230</b>	<b>\$1,142,144,059</b>	<b>\$1,282,491,289</b>

For a detailed list of capital projects/initiatives within each service area, please refer to the Service Business Plan section of the budget book. Read details on individual Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Your Guide to Your Services

Part of our service-based budget is giving people the opportunity to take a closer look at the value of everything we do. We grouped all our services into categories that align with our Strategic Plan. Throughout this budget book, for each service is a detailed business plan that outlines the services being provided, the performance of each service, and the budget details pertaining to each service. Strategic categories in the 2025-2026 Budget are **Safety, Growth, Connection, Sustainability, and Management.**



## Safety

Services include:

- By-law Enforcement
- Fire Protection
- Police Services



## Growth

Services include:

- Building Permit & Inspection Services
- Economic Development
- Engineering Services
- Planning Services



## Connection

Services include:

- Citizen Requests & Services
- Communications & Community Engagement
- Council & Committee Services
- Customer Service
- Health & Wellness
- Innisfil Transit
- Library Programming & Services
- Sports & Recreational Activities



## Sustainability

Services include:

- Conservation Authority
- Facilities Management
- Parks & Open Spaces
- Stormwater Management
- Transportation Network



## Management

Services include:

- Corporate Finance
- Corporate Legal Advice & Support
- Corporate Management
- Financial Management
- Fleet Management
- Information Technology
- People & Talent Management



# By-law Enforcement

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead: Community Standards Leader



## Our Services

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As the municipality's enforcement arm, the Community Standards team helps keep public and private property safe by encouraging awareness and compliance with municipal by-laws. The by-laws we enforce cover a variety of provincial regulations including the *Municipal Act*, *Building Code Act*, *Planning Act* and *Dog Owners' Liability Act*.

**Animal Control** – We license dogs, manage dogs running at large (lost), and care for and shelter lost and abandoned dogs with the goal of reuniting these dogs with their owners. We investigate predation claims from wild predators and domestic livestock control issues. We enforce the *Dog Owners' Liability Act* and work with the Simcoe Muskoka District Health Unit when dog attacks occur.

**Parking Enforcement** – Parking is administered through our Administrative Monetary Penalty System (AMPS). We ensure public safety in terms of parked vehicles on public roads, public property, and private property where agreements are in place and keep municipal roads clear for municipal operations.

**Clean Communities & Building Maintenance** – We ensure the ongoing upkeep of private yards as well as buildings and structures through public education, orders, remediation or removal, and court proceedings.

**Zoning Enforcement** – We ensure compliance with land use regulations across the town including concerns of improper short-term rental use and respond to allegations of non-compliance in the Town's Zoning and Community Planning Permit By-Law.

**Other By-law Enforcement** – We enforce the municipality's by-laws including Smoking, Business Licensing, Fence/ Pools, Burn Permits, Fireworks, Signs, Water Conservation, etc. Additional details are provided below:

*Parks*– We ensure posted rules and regulations under the Parks By-law are enforced within Innisfil Beach Park and parkettes throughout Innisfil. We maintain a seasonal presence, mostly in the summer months.

*Noise* – We ensure community standards are upheld relative to the time of day, location, and intensity of noise production.

*Community Planning By-law* – We ensure the use of land, character, and location of buildings and structures for the promotion of ecologically sound and safe development along the Lake Simcoe shoreline.

*Site Alteration/ Drainage* – We ensure the removal/importing of fill and site alteration is done with approved material. We confirm surface water drainage is addressed to mitigate potential property damage and adverse drainage patterns.

*Business Licencing* – We review, determine eligibility, and issue business licences for those businesses requiring a licence, including food trucks.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of complaint cases opened*	2,953	2,263	2,080	2,200	2,400	2,600
Avg # of days to close a case	11.5	17.6	14	18	18	18
% of cases closed within the year	96%	96%	97%	96%	96%	96%

Note: \*Types of complaint cases include parking, noise, clean communities, fence, building maintenance, and other by-law concerns.





## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Permits & Other Development Fees	(\$4,000)	(\$4,000)	\$0	0.0%	(\$4,000)	\$0	0.0%	
User Fees, Licences and Fines	(387,612)	(332,377)	55,235	(14.3%)	(351,906)	(19,529)	5.9%	1
External Recoveries	(52,000)	(57,000)	(5,000)	9.6%	(62,000)	(5,000)	8.8%	2
Other	(4,000)	(500)	3,500	(87.5%)	(500)	-	0.0%	3
<b>Total Revenues</b>	<b>(\$447,612)</b>	<b>(\$393,877)</b>	<b>\$53,735</b>	<b>(12.0%)</b>	<b>(\$418,406)</b>	<b>(\$24,529)</b>	<b>6.2%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$984,658	\$1,045,494	\$60,835	6.2%	1,090,500	\$45,006	4.3%	4
Materials & Supplies	131,455	152,858	21,403	16.3%	173,472	20,614	13.5%	5
Utilities	4,500	4,500	-	0.0%	4,500	-	0.0%	
Contracted Services	77,500	78,940	1,440	1.9%	81,151	2,211	2.8%	
Rents & Financial	6,500	6,500	-	0.0%	6,500	-	0.0%	
Internal Recoveries/Transfers	(156,704)	(151,006)	5,698	(3.6%)	(150,406)	600	(0.4%)	6
<b>Total Expenditures</b>	<b>\$1,047,909</b>	<b>\$1,137,286</b>	<b>\$89,376</b>	<b>8.5%</b>	<b>\$1,205,717</b>	<b>\$68,431</b>	<b>6.0%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$600,297</b>	<b>\$743,409</b>	<b>\$143,112</b>	<b>23.8%</b>	<b>\$787,311</b>	<b>\$43,902</b>	<b>5.9%</b>	
Add: Op. Impacts from Capital	-	-	-	0.0%	1,700	1,700	0.0%	7
Add: Change Requests	-	68,164	68,164	0.0%	95,984	27,820	40.8%	8
<b>Total Operating Budget</b>	<b>\$600,297</b>	<b>\$811,573</b>	<b>\$211,276</b>	<b>35.2%</b>	<b>\$884,995</b>	<b>\$73,422</b>	<b>9.0%</b>	

**Note: Explanation of Change**

- (1)** Anticipating decrease in parking fine revenues for 2025 based on historical trends but anticipating an increase in 2026 revenues based on year-over-year growth.
- (2)** Anticipated increase in property standards revenue.
- (3)** Adjusting budget for livestock claims grant that has been trending lower than budget in prior years.
- (4)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (5)** Increasing property cleanup costs partially offset by the increase in revenue seen above. Anticipating an increase in clothing/PPE to maintain uniforms/kits as well as a one-time purchase of panic/check-in buttons for staff safety. The 2026 anticipated increase includes one-time costs to replace outdated animal control supplies.
- (6)** Increasing repairs and maintenance on vehicles as well as increase in director recoveries.
- (7)** Operating impacts from FLT423 for an additional fleet unit being brought onboard.
- (8)** Change request for an additional MLE Programs Coordinator. Details of the change request can be found in the following pages.



## Service Change Request

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**Service Level Change:** 1 FTE – Municipal Law Enforcement Programs Coordinator

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

Administration/Coordination

No dedicated administration/coordination position has been in place for Municipal Law Enforcement since 2014. Administration/coordination duties have been shared between officers with support from other positions within the organization.

Municipal Law Enforcement

- 1 Community Standards Leader FTE
- 1 Senior Community Standards Officer FTE
- 5 Community Standards Officers FTE
- 1 Junior Community Standards Officer Contract
- 6 Community Standards Co-Op Seasonal

**Business Case Rationale:**

By virtue of a seven-day work week with up to 20 hours of service a day and on-call availability, the team's efficiency would benefit from a touchstone person to undertake consistent team administration, data input, financial accountability, coordination of workloads (and file distribution), communication shift to shift and weekend to business week, dissemination of information, policies, decisions, and situation status. A key role of this position would be to support the administration of the Administrative Monetary Penalty System (AMPS) program and gearing it up for future expansion and service delivery. The AMPS program demands a large portion of time to properly administer the

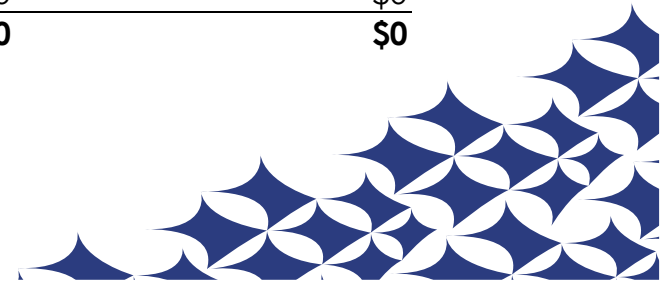
penalty aging process along with the screening and hearing process. Currently, this role is being fulfilled by the Community Standards Leader and Community Standards Officers as time permits. A dedicated programs coordinator within the team would maximize officers' productivity, freeing up more time to respond to calls for service, positioning the team for future growth pressures, and allowing the department to expand and streamline the Municipal Law AMPS program.



### Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$64,864	\$92,684
IT & Licensing Costs	3,300	3,300
	68,164	95,984
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$68,164</b>	<b>\$95,984</b>

Capital Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>





## Capital Projects Overview

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Project No. & Project Name	2025 Approved	2026 Approved
ADM66 Animal Control Equipment Replacement	---	6,800
<b>Total</b>	<b>\$0</b>	<b>\$6,800</b>

Read details on this Capital Project at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).

# Fire Protection

## Service Business Plan

Executive Sponsor: Fire Chief

Service Lead: Deputy Fire Chief



## Our Services

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We serve Innisfil residents by protecting life and property from fire, hazards, and other emergencies through accredited emergency response training, public education, and Fire Code enforcement.

**Emergency Response & Training** – We provide timely and effective fire suppression and rescue operations. Our team also delivers first-response medical interventions, including CPR and defibrillation. Other services include ice and water rescue, auto extrication, and hazardous material awareness. Innisfil has five fire stations, and the staffing breakdown is as follows:

- Big Bay Point and Lefroy stations are staffed 24/7 with five Career Firefighters regularly scheduled on-duty. This number regularly drops to four to allow for training, lieu time and vacation. Volunteer Firefighters respond to the station when required.
- Alcona, Cookstown and Stroud stations are currently staffed solely with Volunteer Firefighters.

Our Training Division provides training to 43 Career and 85 Volunteer Staff. On top of firefighting skills, crews train in a variety of other disciplines including Medical, Ice Rescue, Water Rescue, Hazardous Materials, Auto Extrication, as well as Fire Prevention and Public Education.

**Fire Prevention** – Our Fire Prevention division consists of one Officer and one Inspector (contract). They handle the inspection of buildings throughout the Town to ensure Fire Code requirements are maintained.

The capacity of the current Prevention Division is reactive only to our requirements under the *Fire Protection and Prevention Act* (FPPA) and plans review.

Through our smoke and carbon monoxide alarm program, on-duty Firefighters perform voluntary alarm inspections and provide fire safety education to our residents.

**Public Fire Safety Education** – Public Fire Safety Education uses the same staff as the Fire Prevention Division and is responsible for educating residents about fire safety. Fire education focuses on vulnerable populations including children and the elderly. This division engages students through annual school outreach sessions with our Fire Safety Trailer and provides fire extinguisher training and community presentations to spread awareness about fire safety. On-duty Firefighters assist in delivering fire safety messaging and tours to residents. The division has been creative in developing new, innovative ways to promote fire safety across the municipality.

**Emergency Management Readiness** – Fire Management represents the Town as Community Emergency Management Coordinators (CEMC). The CEMCs ensure that the Town meets all legislated requirements under the Emergency Management and Civil Protection Act, including maintaining and updating the Municipal Emergency Response Plan. This division also delivers and coordinates annual training and hands-on exercises to ensure staff from all service areas are ready to respond to emergencies.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Fire inspections completed	348	922	790	875	875	875
# of residents contacted*	9,337	15,215	14,896	10,200	10,200	10,200
# of calls for service	2,537	2,687	2,716	2,900	3,050	3,200
<b>Average emergency response time (min)</b>						
Townwide	9.26	8.87	9.40	8.65	8.65	8.65
Alcona	8.69	7.73	8.30	7.75	7.75	7.75
Lefroy	7.45	7.40	7.99	7.50	7.50	7.50
Stroud	10.93	10.90	11.72	9.50	9.50	9.50
Cookstown	12.81	10.84	11.80	10:00	10:00	10:00
Big Bay Point	8.08	7.87	7.79	8.50	8.50	8.50

Note: \*Fire Safety - Public Education Program





## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Permits & Other Development Fees	(\$10,807)	(\$13,095)	(\$2,288)	21.2%	(\$13,488)	(\$393)	3.0%	1
User Fees, Licences and Fines	(78,810)	(87,340)	(8,530)	10.8%	(89,660)	(2,320)	2.7%	2
External Recoveries	(288,935)	(150,954)	137,981	(47.8%)	(150,954)	-	0.0%	3
Transfer from Reserve & Reserve Funds	(109,734)	(121,490)	(11,756)	10.7%	(125,330)	(3,840)	3.2%	4
<b>Total Revenues</b>	<b>(\$488,286)</b>	<b>(\$372,879)</b>	<b>\$115,407</b>	<b>(23.6%)</b>	<b>(\$379,432)</b>	<b>(\$6,553)</b>	<b>1.8%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$7,768,312	\$8,657,949	\$889,637	11.5%	\$8,976,974	\$319,025	3.7%	5
Materials & Supplies	595,687	855,866	260,179	43.7%	834,854	(21,012)	(2.5%)	6
Utilities	134,580	142,744	8,164	6.1%	149,102	6,358	4.5%	7
Contracted Services	155,961	160,550	4,589	2.9%	165,249	4,700	2.9%	
Rents & Financial	422	435	13	3.0%	448	13	3.0%	
Transfer to Reserve & Reserve Funds	56,870	56,870	-	0.0%	56,870	-	0.0%	
Internal Recoveries/Transfers	215,705	416,052	200,347	92.9%	439,582	23,530	5.7%	8
<b>Total Expenditures</b>	<b>\$8,927,538</b>	<b>\$10,290,466</b>	<b>\$1,362,928</b>	<b>15.3%</b>	<b>\$10,623,080</b>	<b>\$332,614</b>	<b>3.2%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$8,439,252</b>	<b>\$9,917,587</b>	<b>\$1,478,335</b>	<b>17.5%</b>	<b>\$10,243,648</b>	<b>\$326,061</b>	<b>3.3%</b>	
Add: Op. Impacts from Capital	-	634	634	0.0%	38,428	37,794	5961.2%	9
Add: Change Requests	-	300,483	300,483	0.0%	510,931	210,448	70.0%	10
<b>Total Operating Budget</b>	<b>\$8,439,252</b>	<b>\$10,218,704</b>	<b>\$1,779,452</b>	<b>21.1%</b>	<b>\$10,793,007</b>	<b>\$574,303</b>	<b>5.6%</b>	

**Note: Explanation of Change**

- (1) Anticipated increase in burning permit revenue.
- (2) Increased revenues to reflect actuals and increase user fees for fire call-out revenues.
- (3) Reduction in external revenue due to the Joint Fire Chief Agreement with BWG ending in 2024.
- (4) Increase reflects additional funds from Building permit reserve offsetting the cost of a contract fire inspector.
- (5) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also includes corrections to salary grid corrections from the last budget cycle.
- (6) Increases related to facility maintenance, vehicle maintenance, and insurance costs to reflect increasing costs. In addition, increases anticipated for clothing/PPE based on new uniform allotment in the Fire collective agreement. Lastly, increase reflects the addition of annual software fees for new Fire software.
- (7) Increased to properly reflect historical results and anticipated increases.
- (8) Projected increase for internal repairs and maintenance on ageing fleet units.
- (9) Operating impacts from various capital projects with additional fleet units being brought onboard.
- (10) Change requests reflect four change requests in total: converting a Fire Inspector from contract to full-time, and the addition of a Training Officer and Fire Inspector in 2025, and then one additional Fire Inspector being added in 2026. Details of the change requests can be found in the following pages.





## Service Change Request #1

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**Service Level Change:** 1 FTE – Fire Inspector

**Proposed Start Date:** January 1, 2025

**Current Service Level:**

1 FTE Fire Prevention Officer (IPFFA Local 3804)

1 contract Fire Inspector (IPFFA Local 3804) (3-year contract + 2-year extension expiring December 2022 + 2-year extension expiring December 2024)

Responsibilities include ensuring building compliance with and enforcement of the Ontario Fire Code for all building occupancies, completing mandatory annual vulnerable occupancy inspections and fire drills, completing plans reviews for new developments, fire investigations, and developing and implementing public education and awareness programs for residents on fire safety.

**Background:**

A three-year pilot project between Fire and the Community Development Standards Branch (CDSB) was approved in May 2018 to support Innisfil Fire and Rescue Service (IFRS) Fire Prevention Division's increased involvement in plans review and site inspections once a permit is obtained to construct. This full-time fire inspector is funded from building permit revenue. A memorandum to Council dated May 9, 2018, committed staff to report back to Council "as part of a future budget process should the pilot be successful" to determine whether this concept could be considered on a permanent basis.

The evaluation of the 3-year pilot program determined that 2 permanent positions in this Division would ensure effective, ongoing relationships with the building community and outside agencies. It would better position the department for future succession planning and remove the need to retrain a new staff member, should the current Inspector find permanent, full-time work with another fire department. It was recommended in the 2021 budget process to convert the position to permanent full-time and be funded through permit revenues with no additional

cost to the taxpayer. When Council did not approve the recommendation, the position was extended on another 2-year contract. An additional 2-year extension was executed for 2023-2024 with the current contract position expiring December 2024.

**Business Case Rationale:**

This contracted position was created in 2018 for 3 years and has already had two 2-year extensions. The length and continued extension of this position clearly reflect the position as an operational requirement to provide minimum service levels. The Innisfil Professional Firefighters' Association will no longer endorse another 2-year extension of this position.

This service level request will help Innisfil Fire & Rescue retain the talent and corporate knowledge of this position. The absence of this position would impact current service delivery levels which are already at capacity and would impact IFRS' ability to fulfil mandates of the *Fire Protection and Prevention Act*. It would delay plans reviews for new developments and decrease the number of fire inspections which would, in turn, increase the risk to public safety and liability of the Town, and further reduce the capacity to provide public education and awareness to residents.

By endorsing this service level request and adding this position as a full-time permanent staff member, IFRS will be better positioned to support the growth of the community. This aligns with the Town's Strategic Plan objectives to Grow and Serve. In the Innisfil Heights area, there are already approved high-risk commercial and industrial buildings that require plans review and fire inspections of increasing complexity. As this area continues to develop, so will the demands on the time of Fire Prevention. Growth in other areas of the community will increase inspection volumes for residential occupancies, including short-term accommodations and commercial buildings. In addition, there are already approvals for new vulnerable occupancies that, under legislation, require annual inspections and fire drills by Fire Prevention staff. Similar to the commercial and industrial developments in Innisfil Heights and throughout the town, these approved vulnerable occupancies are higher risk and more complex than those currently in the community.

The Ernst & Young (E&Y) report (Council report DSR-009-22) on the feasibility of consolidation of fire services identified capacity challenges in fire prevention and public education for the Town of Innisfil that impacted the ability to provide proactive fire inspections and awareness campaigns. E&Y recommended increasing staffing levels for fire prevention and public education to:



- Enable the Town to be compliant with proactive fire inspection guidelines as outlined in the Fire Master Plan to reduce fire-related risks, reduce insurance rates and enable building to meet the standards of Fire Underwriters.
- Implement and expand public safety education programs to address the vulnerable populations identified within the Community Risk Profile.
- Address growth-related increases to the workload of fire prevention inspectors as the Town implements an aggressive growth plan across residential, industrial, and commercial sectors.

E&Y noted that a risk of inaction of increasing staffing levels would result in a backlog of fire inspections due to an anticipated high volume of building plans examinations due to growth. Further, the lack of proactive inspections would lead to higher fire risks due to non-compliance which endangers residents and firefighters and cause high insurance premiums.



**Financial Impact on the 2025-2026 Budget**

**Operating Budget Impact**

Revenues

Building Inspection Reserve

**2025 Full-Year Impact**

**2026 Full-Year Impact**

(\$74,998)

(\$77,212)

(74,998)

(77,212)

Expenditures

Wages & Benefits

\$149,995

\$154,424

149,995

154,424

**Net Operating Budget Cost/(Savings)**

**\$74,997**

**\$77,212**





## Service Change Request #2

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**Service Level Change:** 1 FTE – Training Officer

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

1 FTE Training Officer (IPFFA Local 3804)

Responsibilities include the development, implementation, and evaluation of training programs to ensure 42 full-time, 85 volunteer, and recruit firefighters meet and maintain the required performance levels to respond to fire and rescue incidents. This position also maintains comprehensive training records and assists in the preparation and delivery of classification and promotional exams.

**Business Case Rationale:**

Innisfil is among the fastest-growing communities in Ontario. Growth across residential, industrial and commercial sectors increases the need for ongoing training and continued updating of skills and tactics used by firefighters in responding to fire and rescue incidents.

By endorsing the addition of this position as a full-time permanent staff complement, IFRS will be better positioned to support the growth of the community. This aligns with the Town's Strategic Plan objectives to Grow and Serve. Approved high-risk commercial and industrial buildings in Innisfil Heights, and increased intensification and building heights in urban areas and Friday Harbour require training on new tactics for emergency response.

With Ontario Regulation 343/22, every municipality must ensure its firefighters are trained and certified to mandatory levels to perform the fire protection services set out by Council. This includes standardizing the training between full-time and part-time firefighters. This additional FTE would support the increased workloads due to the mandatory certification and provide additional support for Innisfil Fire & Rescue's Regional Training Center.

The Ernst & Young (E&Y) report (Council report DSR-009-22) on the feasibility of consolidation of fire services identified capacity challenges for career and volunteer firefighter training for the Town of Innisfil. E&Y recommended increasing staffing levels for firefighter training to:

- Provide dedicated focus and support for the training of volunteers.
- Ensure the continued updating of firefighting tactics and skills to meet the changing needs of the community.
- Enhance driver training and live fire training programs.

E&Y noted that a risk of inaction will result in an increased gap in skill sets and capabilities as the changing nature of growth in the community requires continuous updating of firefighting tactics and the need to acquire new skills. Further, the lack of training for volunteers may lead to attrition and inhibit the ability of volunteers to provide reliable support to full-time firefighters.



 **Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$134,344	\$183,753
Vehicle (Fuel, Insurance, Maintenance)	4,680	6,083
IT & Licensing Costs	3,865	3,366
Training & Cell Phone Costs	1,046	1,439
Uniforms	-	1,506
Annual Medial & Mileage	-	150
	143,935	196,297
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$143,935</b>	<b>\$196,297</b>

<b>Capital Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Development Charges - Fire	(\$128,761)	\$0
Capital Discretionary Reserve Fund	(5,763)	-
<b>Total Capital Revenues</b>	<b>(\$134,524)</b>	<b>\$0</b>
<u>Expenditures</u>		
Vehicle	\$114,000	\$0
Personal Protective Equipment	9,452	-
IT Setup	5,763	-
Uniform	2,766	-
Radio	2,543	-
<b>Total Capital Expenditures</b>	<b>\$134,524</b>	<b>\$0</b>



## Service Change Request #3

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**Service Level Change:** 1 FTE – Fire Inspector

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

1 FTE Fire Prevention Officer (IPFFA Local 3804)

1 contract Fire Inspector (IPFFA Local 3804) (3-year contract + 2-year extension expiring December 2022 + 2-year extension expiring December 2024)

Responsibilities include ensuring building compliance with and enforcement of the Ontario Fire Code for all building occupancies, completing mandatory annual vulnerable occupancy inspections and fire drills, completing plans reviews for new developments, fire investigations, and developing and implementing public education and awareness programs for residents on fire safety.

**Business Case Rationale:**

Innisfil is among the fastest-growing communities in Ontario. Growth across residential, industrial and commercial sectors increases the need for Fire Prevention staff to complete plans review for new developments, conduct fire inspections, and provide fire safety public education and awareness programming. The addition of 1 FTE Fire Inspector will assist IFRS in fulfilling the *Fire Protection and Prevention Act* and address the community's increased risk profile.

Current service demands exceed our current capacity and impact IFRS's ability to fulfill the *Fire Protection and Prevention Act*. The absence of this position would delay plans reviews for new developments and decrease the number of fire inspections which would, in turn, increase the risk to public safety and liability of the Town, and further reduce the capacity to provide public education and awareness to residents.

Current staffing level demands only allow staff to be reactive in providing inspection and education services. By endorsing the addition of this position as a full-time permanent staff complement, IFRS will be better positioned to continue to support the growth of the community. This aligns with the Town's Strategic Plan objectives to Grow and Serve. In the Innisfil Heights area, there are already approved high risk commercial and industrial buildings that require plans review and fire inspections of increasing complexity. As this area continues to develop, so will the demands on the time of Fire Prevention. Growth in other areas of the community will increase inspection volumes for residential occupancies, including short-term accommodations and commercial buildings. In addition, there are already approvals for new vulnerable occupancies that under legislation require annual inspections and fire drills by Fire Prevention staff. Similar to the commercial and industrial developments in Innisfil Heights and throughout the town, these approved vulnerable occupancies are a higher risk and more complex than those currently in the community.

The Ernst & Young (E&Y) report (Council report DSR-009-22) on the feasibility of a consolidation of fire services identified capacity challenges in fire prevention and public education for the Town of Innisfil that impacted the ability to provide proactive fire inspections and awareness campaigns. E&Y recommended increasing staffing levels for fire prevention and public education to:

- Enable the Town to be compliant with proactive fire inspection guidelines as outlined in the Fire Master Plan to reduce fire-related risks, reduce insurance rates and enable building to meet the standards of Fire Underwriters.
- Implement and expand public safety education programs to address the vulnerable populations identified within the Community Risk Profile.
- Address growth-related increases to the workload of fire prevention inspectors as the Town implements an aggressive growth plan across residential, industrial, and commercial sectors.

E&Y noted that a risk of inaction of increasing staffing levels would result in a backlog of fire inspections due to an anticipated high volume of building plans examinations due to growth. Further, the lack of proactive inspections would lead to higher fire risks due to non-compliance which endangers residents and firefighters and cause high insurance premiums.

 **Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$73,391	\$111,992
Vehicle (Fuel, Insurance, Maintenance)	3,250	8,176
IT & Licensing Costs	3,865	3,366
Training & Cell Phone Costs	1,045	1,439
Uniforms	-	1,506
Annual Medical & Mileage	-	150
	81,551	126,629
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$81,551</b>	<b>\$126,629</b>

<b>Capital Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Development Charges - Fire	(\$78,261)	\$0
Capital Discretionary Reserve Fund	(5,763)	-
<b>Total Capital Revenues</b>	<b>(\$84,024)</b>	<b>\$0</b>
<u>Expenditures</u>		
Vehicle	\$63,500	\$0
Personal Protective Equipment	9,452	-
IT Setup	5,763	-
Uniform	2,766	-
Radio	2,543	-
<b>Total Capital Expenditures</b>	<b>\$84,024</b>	<b>\$0</b>



## Service Change Request #4

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**Service Level Change:** 1 FTE – Fire Inspector

**Proposed Start Date:** January 1, 2026

**Current Service Level:**

1 FTE Fire Prevention Officer (IPFFA Local 3804)

1 contract Fire Inspector (IPFFA Local 3804) (3-year contract + 2-year extension expiring December 2022 + 2-year extension expiring December 2024)

Responsibilities include ensuring building compliance with and enforcement of the Ontario Fire Code for all building occupancies, completing mandatory annual vulnerable occupancy inspections and fire drills, completing plans reviews for new developments, fire investigations, and developing and implementing public education and awareness programs for residents on fire safety.

**Business Case Rationale:**

Innisfil is among the fastest-growing communities in Ontario. Growth across residential, industrial and commercial sectors increases the need for Fire Prevention staff to complete plans review for new developments, conduct fire inspections, and provide fire safety public education and awareness programming. The addition of 1 FTE Fire Inspector will assist IFRS in fulfilling the *Fire Protection and Prevention Act* and address the community's increased risk profile.

Current service demands exceed our current capacity and impact IFRS's ability to fulfill the *Fire Protection and Prevention Act*. The absence of this position would delay plans reviews for new developments and decrease the number of fire inspections which would, in turn, increase the risk to public safety and liability of the Town, and further reduce the capacity to provide public education and awareness to residents.

Current staffing level demands only allow staff to be reactive in providing inspection and education services. By endorsing the addition of this position as a full-time permanent staff complement, IFRS will be better positioned to continue to support the growth of the community. This aligns with the Town's Strategic Plan objectives to Grow and Serve. In the Innisfil Heights area, there are already approved high risk commercial and industrial buildings that require plans review and fire inspections of increasing complexity. As this area continues to develop, so will the demands on the time of Fire Prevention. Growth in other areas of the community will increase inspection volumes for residential occupancies, including short-term accommodations and commercial buildings. In addition, there are already approvals for new vulnerable occupancies that under legislation require annual inspections and fire drills by Fire Prevention staff. Similar to the commercial and industrial developments in Innisfil Heights and throughout the town, these approved vulnerable occupancies are a higher risk and more complex than those currently in the community.

The Ernst & Young (E&Y) report (Council report DSR-009-22) on the feasibility of a consolidation of fire services identified capacity challenges in fire prevention and public education for the Town of Innisfil that impacted the ability to provide proactive fire inspections and awareness campaigns. E&Y recommended increasing staffing levels for fire prevention and public education to:

- Enable the Town to be compliant with proactive fire inspection guidelines as outlined in the Fire Master Plan to reduce fire-related risks, reduce insurance rates and enable building to meet the standards of Fire Underwriters.
- Implement and expand public safety education programs to address the vulnerable populations identified within the Community Risk Profile.
- Address growth-related increases to the workload of fire prevention inspectors as the Town implements an aggressive growth plan across residential, industrial, and commercial sectors.

E&Y noted that a risk of inaction of increasing staffing levels would result in a backlog of fire inspections due to an anticipated high volume of building plans examinations due to growth. Further, the lack of proactive inspections would lead to higher fire risks due to non-compliance which endangers residents and firefighters and cause high insurance premiums.

 **Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$0	\$100,366
Vehicle (Fuel, Insurance, Maintenance)	-	8,176
IT & Licensing Costs	-	4,041
Training	-	1,439
	0	114,022
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$0</b>	<b>\$114,022</b>

<b>Capital Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Development Charges - Fire	\$0	(\$82,092)
Capital Discretionary Reserve Fund	-	(5,878)
<b>Total Capital Revenues</b>	<b>\$0</b>	<b>(\$87,970)</b>
<u>Expenditures</u>		
Vehicle	\$0	\$66,675
Personal Protective Equipment	-	9,925
IT Setup	-	5,878
Radio and Uniform	-	5,491
<b>Total Capital Expenditures</b>	<b>\$0</b>	<b>\$87,970</b>





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
FAC36 Fire Stations - Capital Renewal Program	200,238	181,673
FAC37 Replacement of Station 1 flat roof	135,000	---
FIRE2 Firefighter Bunker Gear	119,181	125,140
FIRE56 Self Contained Breathing Apparatus	925,470	---
FIRE64 Replacement Extrication Equipment	621,500	---
FIRE76 Fire Station - Furniture and Fixtures Renewal	14,000	8,000
FIRE77 Fire Equipment Renewal	15,000	15,000
FIRE78 Fire Communications - Radio Tower Linking	34,000	---
FIRE79 Replace Trailer Unit 12-152	19,000	---
FIRE80 Addition of Bunker Gear Dryer	15,000	---
FLT292 Replacement Fire Prevention Vehicle Unit 16-170	---	120,000
FLT340 Addition of Pumper/Rescue Truck - Station #6	2,176,400	---
FLT341 Addition of Tanker Truck - Station #6	923,060	---
FLT342 Addition of Utility Vehicle - Station #6	141,500	---
FLT384 Replacement Fire Car 1 Unit #17-186	109,000	---
FLT400 Addition of Aerial Truck - Station #6	3,200,210	---
FLT401 Replacement of Fire Airboat Unit 98-161	450,000	---
FLT424 Addition of UTV Trailer	6,300	---
<b>Sub-Total Fire Protection</b>	<b>\$9,104,859</b>	<b>\$449,813</b>



Fire Protection

Project No. & Project Name	2025 Approved	2026 Approved
Add: Change Requests	207,022	82,091
<b>Total Fire Protection</b>	<b>\$9,311,881</b>	<b>\$531,904</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](http://innisfil.ca/CapitalProjects).



# Police Services

## Service Business Plan

Executive Sponsor: Chief of Police

Service Lead: Deputy Chief of Police



## Our Services

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South Simcoe Police Service provides joint policing services to the Town of Innisfil and the Town of Bradford West Gwillimbury. There is a signed agreement regarding the delivery of this service to the two municipalities. The share of the annual operating budget is set through a formula prescribed in the agreement. Respective shares for each municipality are reviewed annually based on the most current information available.

In 2014, the agreement was amended to also include a 50/50 cost-sharing of all capital items. Prior to this amendment, the Police service relied heavily on lease agreements to meet capital needs.



## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
Other	(\$39,344)	(\$104,627)	(\$65,283)	165.9%	(\$105,119)	(\$492)	0.5%	1
Transfer from Reserve & Reserve Funds	(576,674)	(727,389)	(150,715)	26.1%	(792,939)	(65,550)	9.0%	2
<b>Total Revenues</b>	<b>(\$616,018)</b>	<b>(\$832,016)</b>	<b>(\$215,998)</b>	<b>35.1%</b>	<b>(\$898,058)</b>	<b>(\$66,042)</b>	<b>7.9%</b>	
<b>Expenditures</b>								
Conservation Authorities, Local Boards & Grants	\$14,168,388	\$15,864,106	\$1,695,718	12.0%	\$17,360,752	\$1,496,646	9.4%	3
<b>Total Expenditures</b>	<b>\$14,168,388</b>	<b>\$15,864,106</b>	<b>\$1,695,718</b>	<b>12.0%</b>	<b>\$17,360,752</b>	<b>\$1,496,646</b>	<b>9.4%</b>	
<b>Total Operating Budget</b>	<b>\$13,552,370</b>	<b>\$15,032,090</b>	<b>\$1,479,720</b>	<b>10.9%</b>	<b>\$16,462,694</b>	<b>\$1,430,604</b>	<b>9.5%</b>	

### Note: Explanation of Change

- (1) Town's estimated share of the Court Security and Prisoner Transportation grant.
- (2) Transfer from Police reserve to fund a portion of Police capital.
- (3) Town's estimated share of Police operating and capital budget.

Further details for the Police Services operating and capital budgets can be found on the Town's website at [innisfil.ca/budget](http://innisfil.ca/budget).



# Growth

- ◆ Building Permit & Inspection Services
- ◆ Economic Development

- ◆ Engineering Services
- ◆ Planning Services



2025-2026 Budget

# Building Permit and Inspection Services

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead: Chief Building Official



## Our Services

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As part of the Community Development and Standards Branch (CDSB), the Building team helps facilitate the safe construction of structures and on-site sewage systems by providing building science and construction regulatory information.

**Ensuring Compliant Construction** – Through our building permit system, we undertake construction drawing reviews and schedule on-site construction inspection services to ensure compliance with the *Building Code Act*, the Ontario Building Code, municipal by-laws, and applicable provincial and federal laws. We partner with local conservation authorities for *Conservation Act* compliance during construction in regulated areas.

**Septic Re-Inspection Program** – We protect the quality of our source water and environment through the administration of the provincially mandated Septic Re-inspection Program, regulated in part by the *Lake Simcoe Protection Act* (2008). This program ensures any malfunctioning septic systems within the designated areas are identified and repaired in compliance with the Ontario Building Code.


**Measuring Work & Performance**

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
<b>Building Permit and Inspection</b>						
Gross floor area constructed (sq. ft.)	2,583,102	1,245,190	1,543,743	2,242,427	2,267,447	2,814,761
Construction value (\$000s)	307,393	292,321	290,090	471,708	476,971	592,102
ICI* area added (sq. ft.)	158,025	108,489	144,073	182,962	185,004	229,600
Registered Second Dwelling Units	20	26	27	35	50	60
Building permits issued	1,270	741	751	1,210	1,223	1,518
Inspections undertaken	7,679	10,400	11,926	13,825	13,979	17,353
Residential permits issued	1,178	687	680	1,101	1,113	1,382
Residential occupancies granted	206	340	412	294	258	430
Residential units created	690	490	430	717	725	900
<b>Septic Re-Inspection</b>						
Septic inspections conducted**	499	694	449	440	375	375

Note: \* ICI = Industrial, Commercial and Institutional Uses

\*\* Approx. 2,200 properties within designated areas (phases), re-inspected every 5 years



## Our Operating Budget Overview

	2024		2025		2026			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
Permits & Other Development Fees	(\$2,966,330)	(\$3,045,330)	(\$79,000)	2.7%	(\$3,192,330)	(\$147,000)	4.8%	1
User Fees, Licences and Fines	(196,650)	(196,650)	-	0.0%	(196,650)	-	0.0%	
Transfer from Reserve & Reserve Funds	(169,569)	(285,128)	(115,559)	68.1%	(262,091)	23,037	(8.1%)	2
<b>Total Revenues</b>	<b>(\$3,332,549)</b>	<b>(\$3,527,108)</b>	<b>(\$194,559)</b>	<b>5.8%</b>	<b>(\$3,651,071)</b>	<b>(\$123,963)</b>	<b>3.5%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$2,131,087	\$2,338,660	\$207,573	9.7%	\$2,453,748	\$115,088	4.9%	3
Materials & Supplies	205,025	139,213	(65,812)	(32.1%)	136,288	(2,925)	(2.1%)	4
Utilities	9,125	9,125	-	0.0%	9,125	-	0.0%	
Contracted Services	55,000	55,000	-	0.0%	65,000	10,000	18.2%	5
Rents & Financial	8,800	8,800	-	0.0%	8,800	-	0.0%	
Transfer to Reserve & Reserve Funds	34,932	-	(34,932)	(100.0%)	-	-	0.0%	2
Internal Recoveries/Transfers	888,580	976,309	87,730	9.9%	978,109	1,800	0.2%	
<b>Total Expenditures</b>	<b>\$3,332,549</b>	<b>\$3,527,108</b>	<b>\$194,559</b>	<b>5.8%</b>	<b>\$3,651,071</b>	<b>\$123,963</b>	<b>3.5%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
Add: Op. Impacts from Capital	-	-	-	0.0%	-	-	0.0%	6
Add: Change Requests	-	-	-	0.0%	-	-	0.0%	7
<b>Total Operating Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	

**Note: Explanation of Change**

- (1)** Anticipated increase in building permit activity in 2025 & 2026.
- (2)** The inspection reserve is a stabilization reserve intended to be used in smoothing out the year-over-year fluctuations in building permit revenues. Operating surplus funds are transferred to the reserve and shortfalls are funded from the reserve.
- (3)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (4)** Reflects reallocating Cloudpermit costs from Materials & Supplies to Internal Recoveries. This is partially offset by increases in education/development and conferences/seminars.
- (5)** Anticipated increase in consulting costs for ongoing Orbit works.
- (6)** Operating impacts from FLT422 for an additional fleet unit being brought onboard, which are offset by transfers from the inspection reserve.
- (7)** Change request reflects the addition of a Plans Examiner/Building Process Specialist, however this position would be funded from the inspection reserve and therefore the net impact to the budget is \$0. Details of the change request can be found in the following pages.





## Service Change Request

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**Service Level Change:** 1 FTE – Plans Examiner/Building Process Specialist

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

- 1 Chief Building Official (FTE)
- 1 Deputy Chief Building Official (FTE)
- 3 Plans Examiners (FTE)
- 1 Senior Building Official (FTE)
- 6 Building Inspectors (FTE)
- 1 Development Inspector (Contract)
- 1 Community Standards Leader (FTE)
- 1 CDSB Programs Administrator (FTE)
- 5 Community Standards Officers (FTE)
- 1 Senior Community Standards Officer (FTE)
- 2 Team Coordinator & Community Catalysts (FTE)

**Business Case Rationale:**

A Plans Examiner/Building Process Specialist is required to fulfil the statutory requirements of reviewing and issuing building permits within prescribed provincial regulatory timeframes. This request is being initiated due to the increase in new residential development, which is expected to continue over the next two years (based on the Development Charges Background Study). There are also more increasingly complex building projects proposed within the Town of Innisfil.

The Plans Examiner/Building Process Specialist is the primary “CDSB – Building” technical representative for applicants of new Building Permits, Site Plan reviews, variances applications, and shoreline permit comments. The position’s role is to review proposals and consult with applicants and Town departments regarding Ontario Building Code matters or standards that may apply to the proposed building project. This specialist regularly consults with Building Inspectors and other Town departments such as Planning, Engineering and Fire Services as well as provincial agencies and authorities on Building Code matters. The position requires a superior understanding of the Ontario Building Code in addition to a good knowledge of provincial regulations such as the Fire Code, Planning Act, and numerous provincial acts or standards. Extensive training and experience are essential for this position from a risk management perspective. This role regularly consults, briefs, and assists in developing and maintaining department policies and procedures to limit liability and maintain consistency in interpretation.

*From the BMA Management Consulting Inc – Fee Study Report (staff report DSR-174-23 – Re: Policies and Procedures*

***“Given the complexity of the Building Code and the significant changes that have occurred over the past 5+ years, this is an area that merits further attention from a risk and liability perspective.”***

A Plans Examiner/Building Process Specialist is the key “risk manager” before a building permit is issued. By completing a comprehensive review, this position mitigates liability and ensures projects are built to protect the public’s health, safety, and welfare by reducing potential hazards and maintaining or enhancing accessibility and environmental principles. *Potential code-related issues found in the review process are easier to correct than if discovered after construction starts.*

CDSB – Building has operated with 3 Plans Examiners since 2014. Currently, one examiner primarily focuses on larger projects and Site Plan application reviews on a full-time basis. Utilizing an external Registered Code Agency (or RCA/Consultant) has provided some relief and expertise due to permit volume. Unfortunately, outsourcing does not necessarily result in quicker permit reviews as the agencies are typically responsible for multiple projects and are involved with other municipalities. RCA may not be fully aware of all municipal policies or standards and still requires expertise from the Plans Examiner to mitigate potential risks. Thus, a greater internal resiliency needs reinforcement with the additional Plans Examiner as workload and proposed building project complexity increase.

*From the BMA Management Consulting Inc – Fee Study Report (staff report DSR-174-23 – Re: Policies and Procedures*

**“Once Orbit (Go station from Barrie to Toronto) commences, it is anticipated that the Town will experience increases in high rise and multi-unit development, the Town will consider the need for specialist and additional resources to ensure it maintains service standards.”**

Due to the increase in more complex building projects within the Town of Innisfil (such as Industrial, Commercial, and Institutional [ICI], Mixed Use and Multi-Residential projects), time dedicated to code reviews (plans examination or site plan reviews) takes significantly longer than small residential projects. Larger projects often take weeks or months of review versus the days needed for smaller residential projects. Most ICI and Multi-Residential/Mixed Use projects involve consultation on site plan review before applying for any building permits.

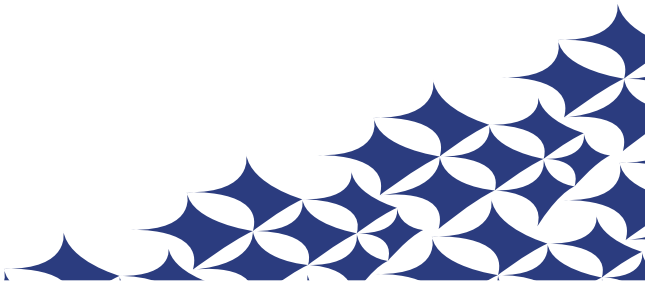
Based on current site plan applications already in review, the combination of larger and more complex projects is increasing. The forecast of continued volume within low-rise residential projections warrants an additional Plans Examiner/Building Permit Process Specialist to be considered during this budget cycle.



**Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Building Permit Fees	(\$92,696)	(\$131,395)
	(92,696)	(131,395)
<u>Expenditures</u>		
Wages & Benefits	\$88,643	\$127,095
IT & Licensing Costs	3,300	3,300
Memberships	753	1,000
	92,696	131,395
<b>Net Operating Budget Cost/(Savings)</b>	<b>(\$0)</b>	<b>(\$0)</b>

<b>Capital Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Building Inspection Stabilization Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>



# Economic Development

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead: Manager of Economic Development



## Our Services

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The Economic Development team supports the economic growth of the community. The Town of Innisfil needs to create an additional 20,290 jobs by 2051 to build a thriving community (Draft MCR Numbers). Guided by the Economic Development Strategic Plan, the Economic Development team works directly with local businesses and entrepreneurs on initiatives related to business retention, commercial and industrial development, investment attraction, marketing and promotions, and workforce development with the goal of supporting innovation, business creation and economic diversification.

Strategic Goals include:

1. Focus on an investment-ready Innisfil
2. Support for an innovation-enabled economy
3. Further a cohesive community by leveraging tourism and culture
4. Enhance community amenities and assets
5. Foster a best-in-class economic development office



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021*	2022	2023	2024	2025	2026
<b>Branding and Events</b>						
Total EcDev brand reach**	---	14,605	355,308	375,000	375,000	375,000
# of events hosted, co-hosted or sponsored	---	8	16	12	12	12
# attendees at events hosted/co-hosted or sponsored	---	263	660	650	650	650
<b>Business Development and Support</b>						
# new business and investment leads	---	83	122	130	140	140
# of businesses supported	---	58	115	200	250	250
# hours of mentorship support	---	563	401	400	400	400
# jobs supported through DMZ Innisfil	---	258	285	275	275	275
# new jobs created in supported businesses through DMZ Innisfil	---	45	118	75	75	75

Note: \*Metrics were reviewed and developed in 2022 to align with our Economic Development Strategic Plan

\*\*Combination of social media engagement, marketing emails, and website visits



## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change		Year to Year % Change
<b>Revenues</b>								
Other	(\$18,750)	(\$73,750)	(\$55,000)	293.3%	(\$15,000)	\$58,750	(79.7%)	1
Transfer from Reserve & Reserve Funds	(100,000)	-	100,000	(100.0%)	(84,586)	(84,586)	0.0%	2
External Recoveries	-	(\$2,500)	(\$2,500)	0.0%	(\$2,500)	-	0.0%	3
<b>Total Revenues</b>	<b>(\$118,750)</b>	<b>(\$76,250)</b>	<b>\$42,500</b>	<b>(35.8%)</b>	<b>(\$102,086)</b>	<b>(\$25,836)</b>	<b>33.9%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$636,823	\$851,313	\$214,490	33.7%	\$881,510	\$30,198	3.5%	4
Materials & Supplies	313,800	332,027	18,227	5.8%	333,027	1,000	0.3%	5
Utilities	4,836	6,000	1,164	24.1%	6,000	-	0.0%	
Contracted Services	360,000	268,000	(92,000)	(25.6%)	268,000	-	0.0%	6
Rents & Financial	62,000	73,000	11,000	17.7%	73,000	-	0.0%	7
Internal Recoveries/Transfers	23,002	25,700	2,698	11.7%	26,300	600	2.3%	8
<b>Total Expenditures</b>	<b>\$1,400,461</b>	<b>\$1,556,039</b>	<b>\$155,578</b>	<b>11.1%</b>	<b>\$1,587,837</b>	<b>\$31,798</b>	<b>2.0%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$1,281,711</b>	<b>\$1,479,789</b>	<b>\$198,078</b>	<b>15.5%</b>	<b>\$1,485,751</b>	<b>\$5,962</b>	<b>0.4%</b>	
Add: Change Requests	-	17,145	17,145	0.0%	16,661	(484)	(2.8%)	9
<b>Total Operating Budget</b>	<b>\$1,281,711</b>	<b>\$1,496,934</b>	<b>\$215,223</b>	<b>16.8%</b>	<b>\$1,502,412</b>	<b>\$5,478</b>	<b>0.4%</b>	

**Note: Explanation of Change**

- (1)** Increase in grant money secured for 2025 and Q1 of 2026 through the Rural Economic Development (RED) Program.
- (2)** Transfer of funds from the Alternative Revenue Source (ARS) reserve removed after use in 2024. Additional funding added in 2026 to fund contract staff to continue implementing strategic initiatives identified through the Economic Development Strategic Plan.
- (3)** Anticipated project sponsorship revenues.
- (4)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also reflects an increase in contract dollars to reflect the current staffing complement for DMZ coordinator, admin support, and an economic development champion to deliver the initiatives outlined in the RED grant application.
- (5)** Increased materials and supplies anticipated as a result of new initiatives brought on board from the Economic Development Strategy and spending related to grant initiatives.
- (6)** Decrease resulting from re-negotiated DMZ contract.
- (7)** Decrease reflects increase in signed lease agreement.
- (8)** Increase in director recoveries.
- (9)** Change request reflects converting the DMZ Program Coordinator from contract to full-time. Details of the change request can be found in the following pages.





## Service Change Request

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**Service Level Change:** 1 FTE – DMZ Project Coordinator

**Proposed Start Date:** January 1, 2025

**Current Service Level:**

1 Contract DMZ Project Coordinator

The DMZ Project Coordinator is currently responsible for DMZ Innisfil-related programming and events. This position is currently a contract role and has been a contract role since 2022. The benefits of this position have been seen in the success of the DMZ Innisfil program, and therefore staff are proposing converting this position to a permanent FTE.

**Business Case Rationale:**

Since the inception of the DMZ Innisfil program, this role has been instrumental in developing programs and events, onboarding and due diligence processes, and coaching and mentoring local entrepreneurs. This role requires a unique skill set, balancing an understanding of entrepreneurial principles and municipal economic development objectives. The coordinator works closely with partners at Toronto Metropolitan University as a liaison between program partners and to continue to generate leads for the Town of Innisfil. Originally retained as a contract role, this contract has been extended on multiple occasions, however, this presents several challenges as it relates to long-term planning and risks related to staff retention.

In early 2023, the Economic Development department pivoted the DMZ Innisfil program to reduce the cost-per-participant, increase return on investment, and increase the volume of entrepreneurs served through this program. As of mid-2024, the team had increased the onboarding of new entrepreneurs by 140%, increased the proportion of local entrepreneurs to 100% of participants, added a new workshop series which served more than 450 attendees,

and implemented enhanced marketing which increased website visitation by 200%. The Town now supports approximately 80 active current and alumni members.

In order to sustain this level of service, a DMZ Project Coordinator is required to continue managing the DMZ office space in Stroud, provide coaching and direction to participants, and deliver the DMZ All Access events programming. If this role is not approved, service delivery through the DMZ Innisfil program will be reduced and it is anticipated that engagement and impact will fall to pre-2023 levels.



## Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Full-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$124,617	\$127,102
Contract Wages & Benefits	(110,772)	(113,741)
IT & Licensing Costs	3,300	3,300
	17,145	16,661
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$17,145</b>	<b>\$16,661</b>

Capital Budget Impact	2025 Full-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>



## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
ADM56 Asset Mapping Study	45,000	---
ADM57 Hotel Tourism Feasibility Study	---	40,000
ADM58 Tourism & Culture Logo and Brand	75,000	---
ADM59 Economic Impact & Sector Analysis for Innisfil Heights	75,000	---
ADM60 Develop & Implement a Community Improvement Plan	85,000	---
ADM61 Implementation of Wayfinding Infrastructure	---	75,000
ADM64 DMZ Innisfil Signage	20,000	---
<b>Total</b>	<b>\$300,000</b>	<b>\$115,000</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).

# Engineering Services

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead(s): Managers of Capital and Development Engineering



## Our Services

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The Engineering team supports new neighbourhoods and enhances our existing ones. We believe in the principles of placemaking—connecting people physically and emotionally to places in their community. We deliver new developments and safe buildings, undertake master planning and projects that accommodate growth, promote sustainability, and lay the foundation for future infrastructure, buildings, and other public structures. Included in our services is the completion of master plans, ensuring compliant construction and managing construction.

We work collaboratively with stakeholders to design, construct and maintain community infrastructure. From bridges and buildings to trails and playgrounds, the Town of Innisfil guides the creation of durable infrastructure and applies the care needed to keep it safely functioning. In some cases, the construction is completed by a developer as part of a bigger project (like a park placed within a subdivision), but in the end, the Town assumes responsibility for those assets.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Residential lots/units serviced	448	147	266	650	700	700
# of subdivision assumptions	0	0	1	14	6	5
New parks constructed	0	1	1	3	2	3
Kilometres of trails constructed	0	2.4	0.85	0	2.91	0
Lane kilometres of road rehabilitated	23.9	6.1	29.7	41.3	33.8	15.3
Kilometres of sidewalk improved	1.08	1.57	1.21	1.06	1.17	0



## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change		Year to Year % Change
<b>Revenues</b>								
User Fees, Licences and Fines	(\$7,220)	(\$12,780)	(\$5,560)	77.0%	(\$12,780)	\$0	0.0%	1
External Recoveries	(2,194,499)	(2,145,400)	49,099	(2.2%)	(2,233,800)	(88,400)	4.1%	2
<b>Total Revenues</b>	<b>(\$2,201,719)</b>	<b>(\$2,158,180)</b>	<b>\$43,539</b>	<b>(2.0%)</b>	<b>(\$2,246,580)</b>	<b>(\$88,400)</b>	<b>4.1%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$2,907,198	\$3,174,063	\$266,865	9.2%	\$3,295,423	\$121,361	3.8%	3
Materials & Supplies	102,771	87,464	(15,307)	(14.9%)	93,141	5,677	6.5%	4
Utilities	12,158	14,173	2,015	16.6%	14,982	809	5.7%	
Contracted Services	513,000	516,581	3,581	0.7%	518,665	2,084	0.4%	
Internal Recoveries/Transfers	(1,171,469)	(958,584)	212,885	(18.2%)	(980,952)	(22,368)	2.3%	5
<b>Total Expenditures</b>	<b>\$2,363,658</b>	<b>\$2,833,697</b>	<b>\$470,039</b>	<b>19.9%</b>	<b>\$2,941,259</b>	<b>\$107,563</b>	<b>3.8%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$161,939</b>	<b>\$675,517</b>	<b>\$513,578</b>	<b>317.1%</b>	<b>\$694,679</b>	<b>\$19,163</b>	<b>2.8%</b>	
Add: Change Requests	-	20,017	20,017	0.0%	17,931	(2,086)	(10.4%)	6
<b>Total Operating Budget</b>	<b>\$161,939</b>	<b>\$695,534</b>	<b>\$533,595</b>	<b>329.5%</b>	<b>\$712,610</b>	<b>\$17,077</b>	<b>2.5%</b>	

**Note: Explanation of Change**

- (1) Projected increase in engineering application fees and site alteration fees.
- (2) Reduction in external revenues to align anticipated revenues with historical trends.
- (3) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (4) Adjustments to various materials & supplies line items (eg. education, conferences, office supplies, purchased services) to reflect historical spending.
- (5) Reduction to internal recoveries from capital projects to align with historical trends.
- (6) Change request reflects converting a Development Project Manager from contract to full-time. Details of the change request can be found in the following pages.





## Service Change Request

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**Service Level Change:** 1 FTE – Development Project Manager

**Proposed Start Date:** January 1, 2025

**Current Service Level:**

8.5 FTEs, 3 Contracts

- 1 Manager of Development Engineering FTE
- 2 Development Engineers FTE
- 1 Development Project Manager FTE
- 1 Development Engineering Peer Reviewer FTE
- 1 Development Engineering Associate FTE
- 1 Senior Engineering Technologist FTE
- 1 Engineering Technologist FTE
- 0.5 Senior Administrative Assistant FTE
- 1 Co-Op Student Contact (three 4-month terms per annum)
- 1 Development Engineer Contract
- 1 Development Project Manager Contract (1.5 of 2 years remaining)

**Business Case Rationale:**

This contract position was created in 2019 to streamline the design review process for development applications. The contract position was continually extended until the end of 2022 when it became vacant. The position was re-posted in 2024 due to an increase in development applications and the need for a dedicated project manager to oversee the design review process. The expected growth of the Town and continual increase in development applications



clearly reflect the position as an operational requirement to provide minimum service levels. This aligns with the Town's Strategic Plan objectives to plan for and manage Growth.

Over the past 10 years, the Development Engineering team has only had one full-time project manager. This full-time position has been responsible for overseeing the construction of development projects. The conversion of the Development Project Manager Contract position to full-time to oversee and expedite design approvals for development projects would complement the existing construction-focused full-time position.

Recruitment and retention of project management and technical engineering expertise in-house allows our engineering team to efficiently and effectively provide enhanced engineering services such as planning and scheduling of review timelines of technical reviews, while maintaining a high level of service. This aligns with our approach of internalizing engineering works and minimizing external consulting services to create stability and develop and retain institutional knowledge as the Town evolves and grows. Hiring additional internal staff has provided significant financial savings to the development community and Innisfil taxpayers and streamlined opportunities to find efficiencies and provide increased customer service and engagement to all stakeholders. It also provides an environment of little to no staff turnover and the ability to begin succession planning in the service area.

Further, recruitment in the engineering sector has become increasingly challenging because of a shortage of highly competent and experienced labour force, and the inability to compete with other municipalities that have full-time opportunities that provide increased job security.

Should this position not be approved, development projects may face significant delays in obtaining engineering approvals or the level of service provided for each development application will have to be decreased to manage the workload within the existing team resources. This will have a long-term effect on the ability and affordability for the Town to manage development and growth in the community.



**Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$159,776	\$162,970
Contract Wages & Benefits	(139,759)	(145,039)
	20,017	17,931
<b><u>Net Operating Budget Cost/(Savings)</u></b>	<b>\$20,017</b>	<b>\$17,931</b>





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
ENG34 Engineering Standards Update	21,775	22,863
ENG64 "Work on Private Property" Policy	11,770	---
FAC43 Stroud Innisfil Community Centre (Stroud Arena) Business Case and Site Study	61,025	---
FAC49 Morgan Russell Memorial Arena & Community Centre Business Case and Site Study	61,525	---
FAC50 Operations Building Expansion	1,950,000	---
PKS20 Annual Playground Replacement & Park Redevelopment Program	1,076,955	1,483,018
PKS141 Innisfil Recreation Centre (IRC) Sports Field Irrigation Replacement	---	954,937
PKS191 Lake Side Parks Program - Implement Parks & Recreation Master Plan Recommendations	246,656	4,078,339
PKS213 Trail Program - Implement Trails Master Plan	601,206	622,869
PKS334 Sports Complex	---	13,178,571
PKS404 New Development Parks Program	6,100,980	3,779,229
PKS415 IBP Pop-up Shops - Canisters	101,875	---
PKS429 Land Acquisition Strategy	107,000	1,179,675
RDS172 Stormwater Pond Cleanout/Retrofit Program	1,500,000	1,500,000
RDS206 6th Line - 20th Sideroad to Angus Street	2,733,649	2,733,649

<b>Project No. &amp; Project Name</b>	<b>2025 Approved</b>	<b>2026 Approved</b>
RDS207 6th Line & 20th Sideroad - Traffic Signal/Roundabout	1,664,776	---
RDS236 Big Bay Point Road Reconstruction and Active Transportation Works	33,695,135	---
RDS266 Various Road - Drainage Improvement Program	4,266,487	2,096,310
RDS349 Road Rehabilitation Program	5,000,000	10,000,000
RDS355 Various Bridge/Culvert Rehabilitations	774,400	813,120
RDS393 Biennial OSIM Inspections for Bridges/Culverts	---	34,685
RDS412 Pedestrian Crossing Near Maple and Spooners	635,756	---
RDSOT4 Streetlight Program	182,588	191,716
SWM13 Storm Sewer Repair Program	---	547,903
SWM20 Phase 1 SWM Facility Study	456,676	---
SWM21 Stormwater Fee Study	176,550	---
SWM22 Flood-Risk Mapping and Development Policy	---	61,793
SWM23 SWM Cash-in-Lieu Study	---	123,585
SWM31 Innisfil Heights Master Drainage Study	184,575	---
SWM32 Belle Aire Beach Road Stormwater Study	---	154,482
SWM33 Watercourse/Flood Monitoring and Visual OTTHYMO model calibration	180,964	---
SWM35 Stormwater Management Monitoring Plan Development	30,765	---
<b>Total</b>	<b>\$61,823,088</b>	<b>\$43,556,744</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Planning Services

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead: Manager of Planning



## Our Services

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Working with the public and stakeholders, the Planning team creates new neighbourhoods and enhances our existing ones. We believe in the principles of placemaking—connecting people physically and emotionally to places in their community. As our population is forecast to nearly double to reach 85,000 people by 2051, it is important that we deliver new developments and projects that accommodate balanced growth, promote sustainability, and lay the foundation for future infrastructure, buildings, and other public uses.

**Creating Communities** – We implement the concepts of placemaking through the review of development applications and the preparation of new or updated policies to guide Innisfil into the future. We work collaboratively with the public and other stakeholders to plan, design, and create spaces that promote wellness and happiness for Innisfil residents. Our team provides the planning framework that guides the design and construction of new and improved roads, businesses, homes, trails, parks and other community facilities.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
<b>Planning Applications</b>						
Official Plan Amendment	4	3	3	3	3	5
Rezoning	24	11	11	14	14	10
<b>Other Applications</b>						
Site Plan	34	33	24	30	30	30
Minor Variance	64	86	76	70	70	70
Lot Creation (Consent)	29	14	21	20	20	20
Heritage Permit	20	12	2	15	15	15
Community Planning Permit	71	43	39	45	45	50



## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Permits & Other Development Fees	(\$205,700)	(\$235,700)	(\$30,000)	14.6%	(\$235,700)	\$0	0.0%	1
User Fees, Licences and Fines	(105,750)	(155,750)	(50,000)	47.3%	(155,750)	-	0.0%	2
External Recoveries	(335,010)	(335,010)	-	0.0%	(335,010)	-	0.0%	
<b>Total Revenues</b>	<b>(\$646,460)</b>	<b>(\$726,460)</b>	<b>(\$80,000)</b>	<b>12.4%</b>	<b>(\$726,460)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$1,415,494	\$1,565,575	\$150,081	10.6%	\$1,640,547	\$74,973	4.8%	3
Materials & Supplies	46,154	56,654	10,500	22.7%	56,654	-	0.0%	4
Utilities	2,900	2,900	-	0.0%	2,900	-	0.0%	
Contracted Services	14,500	29,500	15,000	103.4%	29,500	-	0.0%	5
Rents & Financial	6,632	6,632	-	0.0%	6,632	-	0.0%	
Internal Recoveries/Transfers	(383,890)	(428,761)	(44,871)	11.7%	(434,261)	(5,500)	1.3%	6
<b>Total Expenditures</b>	<b>\$1,101,789</b>	<b>\$1,232,499</b>	<b>\$130,710</b>	<b>11.9%</b>	<b>\$1,301,972</b>	<b>\$69,473</b>	<b>5.6%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$455,329</b>	<b>\$506,039</b>	<b>\$50,710</b>	<b>11.1%</b>	<b>\$575,512</b>	<b>\$69,473</b>	<b>13.7%</b>	
Add: Change Requests	-	155,481	155,481	0.0%	166,270	10,789	6.9%	7
<b>Total Operating Budget</b>	<b>\$455,329</b>	<b>\$661,520</b>	<b>\$206,191</b>	<b>45.3%</b>	<b>\$741,782</b>	<b>\$80,262</b>	<b>12.1%</b>	





**Note: Explanation of Change**

- (1) Anticipated increase in zoning amendment revenues based on historical revenues trends and adjustments in the user fees and charges by-law.
- (2) Anticipated increase in official plan amendment revenues based on historical revenues trends and adjustments in the user fees and charges by-law.
- (3) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (4) Anticipated increases in professional dues and conferences/seminars reflecting economic increases.
- (5) Increase in consulting services that is recoverable through external fees.
- (6) Increases in internal recoveries such as director recoveries and a staff time allocation to Transit.
- (7) Change request reflects the addition of a Supervisor of Policy Planning. Details of the change request can be found in the following pages.



## Service Change Request

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**Service Level Change:** 1 FTE – Supervisor of Policy Planning

**Proposed Start Date:** January 1, 2025

**Current Service Level:**

- 1 Manager of Planning (FTE)
- 1 Supervisor of Development Planning (FTE)
- 1 Senior Policy Planner (FTE)
- 1 Senior Development Planner
- 1 Policy Planner (FTE)
- 1 Intermediate Planner (FTE)
- 2 Planner (FTE)
- 1 Development Coordinator (FTE)

**Business Case Rationale:**

The proposed role will be pivotal in overseeing the development and implementation of land use planning policies that will shape the future of Innisfil. This includes managing land use (i.e. Official Plan Reviews, Secondary Plans, Zoning / CPPS), and policy-related capital projects to accommodate the projected population increase and job creation by 2051. The necessity for this role is underscored by the need to navigate the complexities of growth, as highlighted by the County of Simcoe's Municipal Comprehensive Review and the Land Needs Assessment.

As service delivery expectations increase, it is critical that the Planning team be staffed adequately to effectively manage the increased workload and legislative requirements of Planning Act. A Supervisor of Policy Planning would proactively monitor and respond to rapidly changing legislation in land use planning. As Simcoe County's role in planning approvals changes, the Town of Innisfil will need to take on more responsibilities in land use planning. This shift requires enhanced local capacity and expertise to manage these new duties effectively. Three staff are currently



responsible for leading policy planning workflows, and managing policy planning capital projects, which has required reprioritization of project work plans.

A Supervisor position will add resources and continuity for the successful service delivery for Innisfil's expanding residential, commercial, institutional and industrial communities. It will also ensure continuous supervision and responsibility for the Policy Planning team. This will provide the ability to implement key objectives of the Town's Strategic Plan in a more proactive manner and enable the team to realign tasks, allowing for more efficiencies within the department. This position would provide vital assistance to the Manager of Planning, as it would include responsibilities such as supervising the Policy Planning team, coordinating growth management initiatives, undertaking public consultation, preparing supporting reports, and implementing policies of the Town.

Should this position not be approved, policy planning capital projects will have to be delayed, more external resources will need to be engaged, or the level of service provided for each capital project will have to be decreased to manage the workload within the existing policy planning team resources.

 **Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$152,181	\$162,970
IT & Licensing Costs	3,300	3,300
	155,481	166,270
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$155,481</b>	<b>\$166,270</b>

<b>Capital Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
PLN19 Zoning By-Law Update/Community Planning Permit Study	125,000	125,000
PLN20 Our Place Official Plan Update / Municipal Comprehensive Review Implementation	50,000	50,000
PLN42 Alcona Neighbourhoods Action and Implementation Plan	---	40,000
PLN62 Innisfil Heights Investment Readiness Implementation	50,000	---
PLN77 Climate Change Action Plan and Implementation	100,000	100,000
PLN82 Provincial Policy Update - Implementation	50,000	50,000
PLN101 Cloudpermit Development Application Portal	100,000	---
RDS358 GO Station Integration and Mobility Hub/Smart City Implementation	75,000	75,000
<b>Total</b>	<b>\$550,000</b>	<b>\$440,000</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Connection

- ◆ Citizen Requests & Services
- ◆ Communications & Community Engagement
- ◆ Council & Committee Services
- ◆ Customer Service
- ◆ Health & Wellness
- ◆ Innisfil Transit
- ◆ Library Programming & Services
- ◆ Sports & Recreational Activities



2025-2026 Budget

# Citizen Requests & Services

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Town Clerk



## Our Services

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We provide residents with important services, such as marriage licensing and access to information. We have expanded our revenue-generating wedding ceremonies to provide visitors with a memorable event they are sure to cherish and remember.

**Marriage Ceremonies** – We provide full-service civil marriage ceremonies where residents can obtain their licence with a variety of ceremony options, including on-site at Town Hall, outdoors in the gazebo, or off-site at their location of choice.

**Administering the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)** – When requests for information are received from the public, we ensure that all legislative requirements are followed while administering the program and responding to inquiries. As the gatekeepers of the Corporation's records, we also ensure that records are maintained per our by-laws and that access is readily available to staff.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Marriage ceremonies performed	46	89	146	95	100	105
Marriage licences issued	194	271	247	220	240	260
% of MFIPPA requests completed within 30 days	98%	99%	92%	100%	100%	100%





## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Permits & Other Development Fees	(\$3,750)	(\$4,300)	(\$550)	14.7%	(\$4,300)	\$0	0.0%	
User Fees, Licences and Fines	(53,675)	(74,700)	(21,025)	39.2%	(79,550)	(4,850)	6.5%	1
Transfer from Reserve & Reserve Funds	(500)	(500)	-	0.0%	(110,500)	(110,000)	22000.0%	2
<b>Total Revenues</b>	<b>(\$57,925)</b>	<b>(\$79,500)</b>	<b>(\$21,575)</b>	<b>37.2%</b>	<b>(\$194,350)</b>	<b>(\$114,850)</b>	<b>144.5%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$482,861	\$526,408	\$43,547	9.0%	\$544,289	\$17,881	3.4%	3
Materials & Supplies	41,580	28,345	(13,235)	(31.8%)	53,845	25,500	90.0%	4
Utilities	1,193	1,300	107	9.0%	1,300	-	0.0%	
Contracted Services	9,500	13,000	3,500	36.8%	97,500	84,500	650.0%	4
Rents & Financial	1,500	2,500	1,000	66.7%	2,500	-	0.0%	
Internal Recoveries/Transfers	17,000	19,300	2,300	13.5%	19,700	400	2.1%	5
<b>Total Expenditures</b>	<b>\$553,634</b>	<b>\$590,853</b>	<b>\$37,219</b>	<b>6.7%</b>	<b>\$719,134</b>	<b>\$128,281</b>	<b>21.7%</b>	
<b>Total Operating Budget</b>	<b>\$495,709</b>	<b>\$511,353</b>	<b>\$15,644</b>	<b>3.2%</b>	<b>\$524,784</b>	<b>\$13,431</b>	<b>2.6%</b>	



**Note: Explanation of Change**

- (1)** Increased marriage licence and ceremony revenues based on historical trends.
- (2)** Transfer in 2026 represents budgeted funds pulled from the Election reserve to offset the anticipated costs of the 2026 Election.
- (3)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (4)** Decrease in 2025 reflects reallocating heritage funds from Citizen Requests & Services to Council & Committee Services. Increases for materials & supplies and contracted services in 2026 reflects anticipated costs of the 2026 Election.
- (5)** Increase in director recoveries.

# Communications and Community Engagement

## Service Business Plan

Executive Sponsor: Chief Administrative Officer

Service Lead: Manager of Communications & Community Engagement



The Communications & Community Engagement (CCE) team provides a variety of services to keep community members and other stakeholders informed and engaged.

### **Internal & External Communications**

*Council and Stakeholder Communications* – We provide direct communications and key messages to empower Council to have frank, honest discussions with residents, share our success stories, and be informed about what's happening in Innisfil.

*Emergency Communications* – We support emergency situations by delivering a steady flow of timely, accurate, concise and helpful communication to inform the public, with the safety of our residents being our number one objective at all times.

*Digital Communications (Web, Video & Social Media)* – We're responsible for maintaining [innisfil.ca](http://innisfil.ca), [getinvolvedinnisfil.ca](http://getinvolvedinnisfil.ca), and all social media accounts, including Facebook, X, Instagram, YouTube, and LinkedIn.

Social media has become a critical channel for communication and the tool of choice for Council and our community.

*Public Relations and Media Relations* – We respond to all media inquiries to ensure the Town is represented with a consistent, professional, and compassionate voice at all times, whether it's on television, radio or print. This includes the development of speaking notes, key messages and media training.

*Strategic Communications and Innovative Project Support* – We play a fundamental role in making our strategic and innovative projects and initiatives a success. We provide communications, community engagement, project management, visual identity and more to nearly all goals outlined in the Town's Strategic Plan, Health & Wellness initiatives, and more. We also provide full consultation, implementation and follow-up support to departments, empowering staff to go above and beyond when there is an opportunity to have a conversation with the public.

**Graphic Design** – We produce informative, branded materials for the entire Town and its partners. We supply consulting services to help departments understand exactly which type of product is needed, create and refine content, layout and design graphics, and provide guidance on best printing and distribution options.

**Community Engagement** – Community engagement has become one of the most in-demand functions of Council and staff, and there is now a clear understanding that no park should be built and no master plan should be written without first having meaningful engagement with the public. We provide recommendations for the appropriate levels of engagement for all major master plans, strategic projects, and Council-led and Community-led initiatives.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Work orders for creative services	854	1,500	1,500	1,500	1,500	1,500
# of media releases	60	65	95	95	95	95
# of web pages viewed	880,027	1,081,783	963,500	1,000,000	1,000,000	1,000,000
# of X followers	7,216	7,610	7,767	8,200	8,200	8,200
# of Facebook followers	7,007	8,100	8,800	9,500	10,000	10,200
# of Instagram followers	4,513	5,000	5,980	6,300	6,300	6,300
# of Get Involved Innisfil participants	4,432	5,000	4,647	5,200	5,200	5,200



## Our Operating Budget Overview

	2024 Approved Budget	Approved Budget	2025 Year to Year \$ Change	Year to Year % Change	2026 Approved Budget	Year to Year \$ Change	Year to Year % Change	Note
<b>Revenues</b>								
External Recoveries	(\$3,000)	\$0	\$3,000	(100.0%)	\$0	\$0	0.0%	1
<b>Total Revenues</b>	<b>(\$3,000)</b>	<b>\$0</b>	<b>\$3,000</b>	<b>(100.0%)</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$635,095	\$694,722	\$59,627	9.4%	\$728,487	\$33,765	4.9%	2
Materials & Supplies	101,710	72,410	(29,300)	(28.8%)	72,410	-	0.0%	3
Utilities	2,700	2,700	-	0.0%	2,700	-	0.0%	
Contracted Services	7,720	1,020	(6,700)	(86.8%)	1,020	-	0.0%	4
Internal Recoveries/Transfers	(1,000)	-	1,000	(100.0%)	-	-	0.0%	
<b>Total Expenditures</b>	<b>\$746,225</b>	<b>\$770,852</b>	<b>\$24,627</b>	<b>3.3%</b>	<b>\$804,617</b>	<b>\$33,765</b>	<b>4.4%</b>	
<b>Total Operating Budget</b>	<b>\$743,225</b>	<b>\$770,852</b>	<b>\$27,627</b>	<b>3.7%</b>	<b>\$804,617</b>	<b>\$33,765</b>	<b>4.4%</b>	

### Note: Explanation of Change

- (1) Removal of external recoveries from InnServices.
- (2) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (3) Reduction in advertising & publicity costs with media outlets closing/converting to digital outputs.
- (4) Decrease in external contracts as none are projected for 2025 and 2026.



# Council & Committee Services

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Town Clerk



## Our Services

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We ensure that all functions of Council and related processes (such as elections) run effectively according to best governance practices and principles. We support transparency, accountability, and ethical leadership for the benefit of all residents and others involved in administrative support.

**Council & Committee Support** – We prepare and coordinate meeting schedules, agendas, policies, and procedures for Council and its many committees. We also provide training and other resources as required. We have continued to broaden how we deliver electronic meetings, providing one of the best hybrid meeting models.

**Election Administration** – Our team prepares for and administers the municipal election, which occurs every four years.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of Council meetings held	19	16	19	19	19	19
# of hours of Council meetings*	---	28.3	37	38	38	38

Note: \*Council meeting target duration is < 2hrs







## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
N/A	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%	
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$356,992	\$357,878	\$886	0.2%	\$366,665	\$8,787	2.5%	1
Materials & Supplies	77,655	98,478	20,823	26.8%	100,278	1,800	1.8%	2
Utilities	7,008	4,500	(2,508)	(35.8%)	4,500	-	0.0%	
Contracted Services	20,000	15,000	(5,000)	(25.0%)	15,000	-	0.0%	3
Internal Recoveries/Transfers	84,806	94,800	9,994	11.8%	101,700	6,900	7.3%	4
<b>Total Expenditures</b>	<b>\$546,461</b>	<b>\$570,656</b>	<b>\$24,195</b>	<b>4.4%</b>	<b>\$588,143</b>	<b>\$17,487</b>	<b>3.1%</b>	
<b>Total Operating Budget</b>	<b>\$546,461</b>	<b>\$570,656</b>	<b>\$24,195</b>	<b>4.4%</b>	<b>\$588,143</b>	<b>\$17,487</b>	<b>3.1%</b>	

**Note: Explanation of Change**

- (1) The 2025 & 2026 change in wages and benefits reflects economic adjustments and changes in benefit costs for Council members.
- (2) Increase reflects reallocating heritage funds from Citizen Requests & Services to Council & Committee Services. In addition, anticipated increases for conferences/seminars and professional dues/memberships.
- (3) Reduction in consulting based on historical trends.
- (4) Increase in internal charges related to Council's share of the Executive Business Partner and Chief of Staff positions.





## Capital Projects Overview

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Project No. & Project Name	2025 Approved	2026 Approved
ADM37 Council Strategic Initiatives	25,000	25,000
<b>Total</b>	<b>\$25,000</b>	<b>\$25,000</b>

Read details on this Capital Project at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).

# Customer Service

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Supervisor of Customer Service



## Our Services

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Whether on the phone, in person or through digital channels, the Customer Service team strives to help members of the public quickly and easily access the Town and its services; often delivering effective single-point-of-contact solutions to public inquiries and concerns.

**Centralized Customer Service** – We are one of our few County partners with a truly centralized service delivery model. We deliver our services with a focus on first-contact resolutions, creating memorable experiences while building trusting and long-lasting relationships with community members.

Our service delivery model is based on engaging the right resources at the right time to deliver value for every tax dollar efficiently and effectively. Channelling services and interactions centrally through Customer Service allows for better data collection, systemic issue analysis, and centralized tracking from initial inquiry/request to resolution. We achieve this through cross-functional collaboration and a focus on being the voice of our residents in our contributions to projects and initiatives that reimagine municipal service delivery.

**Digital Service Support and Promotion** – We have always embraced our role in educating and building comfort in digital service delivery options, but it became our mission during the COVID-19 pandemic to ensure residents could continue accessing municipal services fully and seamlessly. This helps us reduce the number of routine interactions received through our channels and expands our capacity to spend more meaningful time with residents/customers

who have more complex inquiries. Future targets are intended to establish a stable trendline as we manage growth and continue our efforts to educate externally and contribute internally to support the expansion of online information, payments, and 24/7 self-serve options.

**Service Counter** – We deliver frontline customer service at our Town Hall Service Counter, delivering a variety of in-person services to our customers. Our Service Counter also acts as a centralized payment processing hub for all Town payments submitted outside of digital channels, administrative support for animal licensing and resident notices, and handles all incoming and outgoing mail to ensure paperwork gets to the right staff/service area. In 2023, counter volumes exceeded pre-pandemic levels and are expected to increase further in 2024.

**Call Centre** – All inbound inquiries received by phone and digital channels are supported by our Intake and Information Team. Their first objective is to deliver accurate information and relevant resources to resolve customer inquiries within the first contact. Where further internal consultation or investigation is required, customers are thoroughly screened and a new MoAR inquiry is opened and actioned with the applicable service area.

**Resolutions** – MoAR inquiries are managed based on ward by our Resolutions Team. This team facilitates internal investigation and communication with cross-functional colleagues and/or external stakeholders, acts as the customer's primary liaison, and engages in meaningful touchpoints with the customer over the course of the file until it is fully resolved.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of inbound customer inquiries	54,510	34,907	50,852	52,236	53,280	53,450
% of inquiries resolved in first contact	80%	77%	86%	84%	84%	84%
Answer rate of inbound calls	90%	90%	88%	95%	95%	95%
Avg wait time of inbound calls (min:sec)*	2.51	4.05	4.79	< 5	< 5	< 5
# of MoAR inquiries opened**	5,229	5,388	5,046	5,000	5,100	5,200
% of MoAR cases closed within 7 calendar days	56%	56%	59%	65%	65%	65%
% of MoAR cases closed after 30 calendar days	20%	16%	24%	10%	10%	10%

Note: \*Wait times include the time it takes for customers to receive a callback through our automated callback system. Future targets are based on an average 5-minute wait time whether customers are waiting in our call queue or have requested an automated callback.

\*\* The Town's Municipal Operations and Reports (MoAR) system compiles data across departments to help respond to inquiries. MoAR inquiries are opened when further follow-up or action is required and do not include first-contact resolutions.



## Our Operating Budget Overview

	2024 Approved Budget	Approved Budget	2025 Year to Year \$ Change	Year to Year % Change	Approved Budget	2026 Year to Year \$ Change	Year to Year % Change	Note
<b>Revenues</b>								
User Fees, Licences and Fines	(\$17,025)	(\$11,200)	\$5,825	(34.2%)	(\$11,700)	(\$500)	4.5%	1
External Recoveries	(54,000)	(54,000)	-	0.0%	-	54,000	(100.0%)	2
<b>Total Revenues</b>	<b>(\$71,025)</b>	<b>(\$65,200)</b>	<b>\$5,825</b>	<b>(8.2%)</b>	<b>(\$11,700)</b>	<b>\$53,500</b>	<b>(82.1%)</b>	
<b>Expenditures</b>								
Wages & Benefits	\$730,554	\$795,856	\$65,302	8.9%	\$826,753	\$30,897	3.9%	3
Materials & Supplies	14,654	10,918	(3,736)	(25.5%)	11,493	575	5.3%	4
Utilities	1,054	1,054	-	0.0%	1,054	-	0.0%	
Contracted Services	500	500	-	0.0%	500	-	0.0%	
Rents & Financial	3,000	3,500	500	16.7%	4,000	500	14.3%	
Internal Recoveries/Transfers	23,000	25,700	2,700	11.7%	26,300	600	2.3%	
<b>Total Expenditures</b>	<b>\$772,762</b>	<b>\$837,528</b>	<b>\$64,765</b>	<b>8.4%</b>	<b>\$870,100</b>	<b>\$32,572</b>	<b>3.9%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$701,737</b>	<b>\$772,328</b>	<b>\$70,590</b>	<b>10.1%</b>	<b>\$858,400</b>	<b>\$86,072</b>	<b>11.1%</b>	
Add: Change Requests	-	63,017	63,017	0.0%	88,381	25,364	40.2%	5
<b>Total Operating Budget</b>	<b>\$701,737</b>	<b>\$835,344</b>	<b>\$133,607</b>	<b>19.0%</b>	<b>\$946,781</b>	<b>\$111,437</b>	<b>13.3%</b>	

**Note: Explanation of Change**

- (1) Adjusting commissioning and tag revenue to reflect historical trends.
- (2) Reduction in InnServices recoveries expected in 2026 due to changes to MOU.
- (3) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (4) Reduction to purchased services for bag tags to reflect historical spending.
- (5) Change request reflects the addition of a Customer Service Representative. Details of the change request can be found in the following pages.



## Service Change Request

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**Service Level Change:** 1 FTE – Customer Service Representative

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

The current level of service is:

- 1 FTE Supervisor of Customer Service
- 3 FTE Customer Ambassadors (Resolutions)
- 4 FTE Customer Service Representatives (Combined Service Counter, Call Centre and Digital Channels)
- 1 FT Customer Service Representative Contract (unbudgeted)

**Business Case Rationale:**

All inquiries, complaints, and requests for service received from members of the public are channelled through Customer Service under our centralized service delivery model. In 2023, Customer Service staff managed 50,852 inbound inquiries across all channels, delivered first-contact resolutions 86% of the time, and facilitated the closure of 5,035 MoAR files - 59% of which were closed within seven calendar days.

The Customer Service team has had additional frontline support through unbudgeted Customer Service Representative contracts to help manage public inquiry volumes for 5+ years. This has enabled us to provide the same quality of service our community expects and appreciates. These costs were traditionally managed using gapping dollars and other budget line items within the approved operating budget. In recent years, our budget has been operating at an unfavourable variance to continue maintaining 1 unbudgeted contract Customer Service Representative.



Our operating model underwent a significant transformation in Q3 2021 in recognition that our resources were deployed disproportionately across the customer journey and solidified the expansion in the scope of Customer Service's role from a centralized service delivery model to a full-service delivery model. Customer Service business operations were categorized into 3 Service Categories served by two "sub-teams" within the Customer Service team; deploying resources more equitably across service categories in a more focused approach. This has resulted in a stronger balance of support in the customer journey from start to finish and improved the quality of service and work environment by significantly reducing the amount of multi-tasking required by staff. Customer Service took ownership of managing MoAR files to facilitate internal investigation and collaboration while acting as the primary liaison and gateway to municipal services to ensure a positive experience across the customer journey. This approach significantly reduces the need to engage cross-functional resources to ensure Town-wide resources and expertise are deployed as efficiently as possible.

As our community has grown, managing the volume of inbound inquiries and quality of service with existing resources has become increasingly difficult despite the support of contract staff. This team is at full capacity. Delivering first-contact resolutions and taking ownership of public inquiry files involves the investment of time and resources into each and every interaction we have with our residents/customers. Maintaining an unbudgeted Customer Service Representative contract position has been instrumental in the implementation and continued evolution of our enhanced operating model while managing population growth and navigating the post-pandemic service environment and service expectations of our residents.

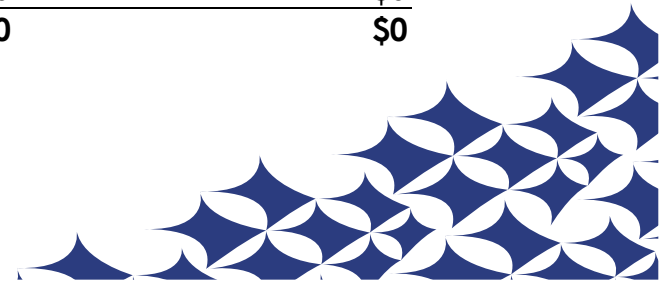
The main role of this position will be to support Call Center operations to maintain current performance indicators. This would reduce the daily need to "pull" resources from one service category to cover another service category during breaks, lunches, or absences as well as provide a more dedicated focus on digital intake and information channels. Not proceeding with this position would have a direct impact on the customer experience and increase the level of multi-tasking required by staff thus impacting the quality of service delivered. In 2023 when the number of Call Center staff was reduced due to absences, we saw the following impacts:

Metric	4 Call Center Staff	3 Call Center Staff	2 Call Center Staff
Average wait time (min:sec)	3:13	5:21	8:00
Answer Rate	93%	86%	79%
% of Calls that Waited	39%	56%	67%

 **Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$59,717	\$85,081
IT & Licensing Costs	3,300	3,300
	<u>63,017</u>	<u>88,381</u>
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$63,017</b>	<b>\$88,381</b>

<b>Capital Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>



# Health & Wellness

## Service Business Plan

Executive Sponsor: Director of People & Talent

Service Lead: Health and Wellness Leader

## Our Services

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The Health & Wellness team supports a healthy, active and safe community. We collaboratively work across Town departments and with community partners to ensure the community knows about and can access local programs, services, and events that promote physical, social, and mental well-being. The [Town's Community Health & Wellness Strategy](#) is the roadmap for creating health and wellness opportunities for Innisfil residents.

**Safe and Strong Communities** - We lead the *Building Safer Communities project*, a multi-year (2023-2026) crime and violence prevention initiative funded by the Government of Canada to proactively build a safer community by addressing the underlying social conditions that give rise to crime and supporting our children, youth, and young adults to thrive. It includes collaborative initiatives such as Teen Nights and other programs and activities for youth, public education to increase community awareness of opportunities related to community safety, scaling up the Mobile Youth Centre and the Speak Your Mind Youth Summit, and family education and relationship-building.

This team works with community partners and neighbouring municipalities to coordinate the rollout of the [South Simcoe Community Safety and Well-being Plan](#). This plan focuses on tackling tough social issues at the individual and community level over four years (2021-2025).

**Community Food Programs** – We work with internal and community partners to connect the community to high-quality, equitable food programs for all ages. Residents are interested in in-person programs, which we prioritize delivering. Food and nutrition programming in the Horodynsky Community Kitchen focuses on providing participants with food skills and strengthening community togetherness, belonging, and well-being.

The Troy Scott Community Fridges are a neighbours helping neighbours initiative to increase access to nutritious food for all Innisfil residents. Businesses, organizations and individuals across the community donate food daily. This team manages all three fridge locations, from coordinating donations and volunteers to assist with fridge caretaking to planning and facilitating programs that prepare meals for the fridges.

**Workplace Wellness** – We collaborate on the Town's work to support staff's physical and mental health and well-being through organizational policies, resources, and management practices. This work is proactive and enables the Town to help staff continue providing great service to the community.

**Community Partnerships** – Maintaining and expanding partnerships with community organizations and agencies enables us to build on existing community assets and increase our capacity to ensure that people of all ages and abilities, including youth and seniors, can thrive in Innisfil. Staff are active members of the Barrie and Area Ontario Health Team, local physician recruitment committees, the Simcoe County Poverty Reduction Task Group, the Food Skills Education Working Table supporting the Simcoe Council Food Council, and others.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of H&W programs offered	44	76	57	170*	145*	85
# of registered participants	363	771	600	1,670*	1,330*	700
% of satisfied program participants	---	100%	90%	85%	85%	85%
Utilization rate for registered programs**	---	92%	89%	85%	85%	85%

Note: \*Increase in programs offered and registered participants are due to new initiatives under the Building Safer Communities project, funded by the Government of Canada from 2022 to March 31, 2026.

\*\*Measures the level of participation relative to program capacity



## Our Operating Budget Overview

	2024		2025		2026			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
Other	\$0	(\$234,710)	(\$234,710)	0.0%	(\$10,000)	\$224,710	(95.7%)	1
<b>Total Revenues</b>	<b>\$0</b>	<b>(\$234,710)</b>	<b>(\$234,710)</b>	<b>0.0%</b>	<b>(\$10,000)</b>	<b>\$224,710</b>	<b>(95.7%)</b>	
<b>Expenditures</b>								
Wages & Benefits	\$197,336	\$418,695	\$221,359	112.2%	\$265,878	(\$152,816)	(36.5%)	2
Materials & Supplies	60,950	100,845	39,895	65.5%	80,151	(20,694)	(20.5%)	3
Utilities	1,500	1,980	480	32.0%	1,500	(480)	(24.2%)	
Contracted Services	-	1,050	1,050	0.0%	-	(1,050)	(100.0%)	
Conservation Authorities, Local Boards & Grants	-	17,000	17,000	0.0%	17,000	-	0.0%	4
Internal Recoveries/Transfers	-	30,000	30,000	0.0%	25,100	(4,900)	(16.3%)	5
<b>Total Expenditures</b>	<b>\$259,786</b>	<b>\$569,570</b>	<b>\$309,784</b>	<b>119.2%</b>	<b>\$389,629</b>	<b>(\$179,940)</b>	<b>(31.6%)</b>	
<b>Total Operating Budget</b>	<b>\$259,786</b>	<b>\$334,860</b>	<b>\$75,074</b>	<b>28.9%</b>	<b>\$379,629</b>	<b>\$44,770</b>	<b>13.4%</b>	



**Note: Explanation of Change**

- (1)** Budgeted donations for the Troy Scott Community Fridges and the addition of grant revenue for the Building Safer Communities Fund (BSCF), which offsets increased expenses below.
- (2)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also includes contract positions that support the initiatives outlined in the BSCF agreement, which are offset by the BSCF funding identified above.
- (3)** Increase in materials & supplies related to BSCF spending which are offset by the BSCF funding identified above, as well as increased food costs, and increasing costs to continue youth program initiatives.
- (4)** Budget for physician recruitment reallocated from Corporate Management.
- (5)** Addition of director recoveries.



# Innisfil Transit

## Service Business Plan

Executive Sponsor: Director of Planning and Growth

Service Lead: Manager of Planning



## Our Services

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Through our partnership with Uber, we provide Innisfil Transit—an innovative, affordable, easy-to-use, and on-demand door-to-door ridesharing transit system that serves residents 24/7. The benefits of our flexible and customizable on-demand transit service were clear throughout the COVID-19 pandemic. As ridership numbers plunged across the province, so did fares for many municipalities with traditional transit systems. Our on-demand system continued to supply safe, reliable transit for community members only when requested, effectively managing the supply of transportation while the demand was drastically reduced.

Innisfil Transit involves four services:

**Innisfil Transit (regular service)** – Our demand-based Town-wide transit service moves our residents to key places throughout our community. Our regular service provides on-demand door-to-door transportation that is available 24/7.

**Innisfil Transit (low-income service)** – The Fair Transit program provides additional discounts to low-income households, which helps these residents access critical services and remain connected in the community.



**Innisfil Transit (call-in service)** – Through a subsidized GoGoGrandparent partnership, Innisfil Transit is more accessible to those who do not have a smartphone or the ability to request their own trips. The service allows residents to book Innisfil Transit trips through the service’s toll-free number, available 24/7.

**Innisfil Transit (accessible service)** – Partnerships with local taxi companies and Driverseat allow us to provide wheelchair-accessible vehicles at the same great service and fares as Innisfil Transit through Uber.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of trips	63,231	94,902	132,495	140,000	155,000	170,000
Subsidy per trip	\$11.58	\$8.70	\$10.61	\$9.00	\$9.00	\$9.00
# of riders	4,234	6,517	20,980	25,000	30,000	35,000
# of drivers	2,884	5,707	3,450	4,500	5,000	5,500
Rideshare match rate	0%*	49%	44%	50%	50%	50%
Avg. wait time (mins)	9.67*	6.90	5.40	7.50	7.50	7.50
Ride Completion Rate	77%	74%	91%	85%	85%	85%

Note: \*Actuals for 2020 were from Jan-Feb 2020 (trips were not pooled with other riders during the COVID-19 pandemic and pooling did not resume until August 15, 2022). This also affected wait times from 2020-2022 as rides were not pooled for public safety reasons.



## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change		Year to Year % Change
<b>Revenues</b>								
External Recoveries	(\$614,250)	(\$1,020,858)	(\$406,608)	66.2%	(\$1,041,275)	(\$20,417)	2.0%	1
Other	(523,017)	(747,918)	(224,901)	43.0%	(775,921)	(28,003)	3.7%	2
Transfer from Reserve & Reserve Funds	(156,696)	-	156,696	(100.0%)	-	-	0.0%	3
<b>Total Revenues</b>	<b>(\$1,293,963)</b>	<b>(\$1,768,776)</b>	<b>(\$474,813)</b>	<b>36.7%</b>	<b>(\$1,817,196)</b>	<b>(\$48,420)</b>	<b>2.7%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$22,908	-	(\$22,908)	(100.0%)	-	-	0.0%	4
Materials & Supplies	1,805,533	-	(1,805,533)	(100.0%)	-	-	0.0%	5
Contracted Services	-	2,857,756	2,857,756	0.0%	2,914,911	57,155	2.0%	5
Internal Recoveries/Transfers	11,501	38,000	26,499	230.4%	39,100	1,100	2.9%	6
<b>Total Expenditures</b>	<b>\$1,839,942</b>	<b>\$2,895,756</b>	<b>\$1,055,814</b>	<b>57.4%</b>	<b>\$2,954,011</b>	<b>\$58,255</b>	<b>2.0%</b>	
<b>Total Operating Budget</b>	<b>\$545,979</b>	<b>\$1,126,980</b>	<b>\$581,001</b>	<b>106.4%</b>	<b>\$1,136,815</b>	<b>\$9,835</b>	<b>0.9%</b>	

**Note: Explanation of Change**

- (1) Adjusted fare revenue to align with historical trends and increased fare rates.
- (2) Anticipated increase in Provincial Gas Tax Funding levels based on ridership and fare revenue projections each year.
- (3) Removal of development charge funding from Transit budget.
- (4) Simplified salary budget process resulting in removal of budgeted allocation of salaries.
- (5) Shifting transit related expenses from materials & supplies to contracted services to better reflect the nature of the expense, as well as increasing the budget to reflect historical trends.
- (6) Increase in director recoveries and addition of a staff time allocation from Planning to Transit.



## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
PLN95 Transit Master Plan Implementation	100,000	---
<b>Total</b>	<b>\$100,000</b>	<b>\$0</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Library Programming & Services

## Service Business Plan

Executive Sponsor: CEO ideaLAB and Library

### Our Services

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The Innisfil ideaLAB & Library is an invaluable community hub. Visitors come for information, programs, and resources, leaving with new skills, community connections, and even new businesses. Our inclusive programs and events provide essential cultural, educational, recreational, and entertainment opportunities that the community relies on to thrive. In addition to Library Programming and Services, this service plan includes all library-related facility management, Library Board support, and Library corporate services.

**Speak UP for Diversity and Inclusion:** We are champions of diversity and inclusion, leading the way with training, policy changes, and partnerships. Our commitment to equitable services creates safer spaces for all community members. The Library advances equity, inclusion, accessibility, and reconciliation through anti-racist and cultural competency programs and by supporting newcomer services and showcasing diverse voices.

**Open UP Opportunities to Strengthen Connection & Engagement:** We foster vital collaborations and relationships between organizations and change-makers. Through partnership development, outreach programming, and community engagement, our outreach programming and community engagement efforts are indispensable in addressing the community's needs more effectively.

**Build UP Our Reputation as a Trusted Community Asset:** The Library is a trusted source of reliable resources, offering internet access, meeting spaces, and technology assistance. We are essential in helping residents meet their professional and academic goals through our comprehensive collection development, reference services, and technology support.

**Raise UP the Library's Identity as an Innovative Hub:** We are at the forefront of building digital literacy and technology confidence. Our innovative HackLAB and MediaLAB programs, along with special projects like Fresh Air Flicks, MakerFEST, and innovative community-engaged art projects (e.g. *Innisfil AI*), underscore our role as a leader in the library sector and an indispensable resource for the community.

**Light UP Pathways to Personal and Professional Growth:** Our commitment to literacy and lifelong learning is a cornerstone of the community's growth. We offer critical early literacy and preschool programs, opportunities for social connection for older adults, and community-led programs that leverage local expertise. By empowering residents with essential tools, skills, and connections, we help instill a love of lifelong learning and discovery, fostering personal and professional growth that the community depends on.





## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Registration & Facility Fees	(\$33,000)	(\$72,164)	(\$39,164)	118.7%	(\$78,313)	(\$6,149)	8.5%	1
User Fees, Licences and Fines	(42,300)	(47,500)	(5,200)	12.3%	(51,500)	(4,000)	8.4%	2
Other	(45,922)	(45,922)	-	0.0%	(45,922)	-	0.0%	
Transfer from Reserve & Reserve Funds	(172,851)	(166,389)	6,462	(3.7%)	(160,032)	6,357	(3.8%)	3
<b>Total Revenues</b>	<b>(\$294,073)</b>	<b>(\$331,975)</b>	<b>(\$37,902)</b>	<b>12.9%</b>	<b>(\$335,767)</b>	<b>(\$3,792)</b>	<b>1.1%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$3,344,519	\$3,661,197	\$316,678	9.5%	\$3,915,780	\$254,583	7.0%	4
Materials & Supplies	629,917	648,876	18,960	3.0%	662,119	13,243	2.0%	5
Utilities	100,513	98,781	(1,732)	(1.7%)	98,781	-	0.0%	
Contracted Services	97,222	113,633	16,411	16.9%	121,050	7,417	6.5%	6
Rents & Financials	4,481	10,323	5,842	130.4%	10,440	117	1.1%	7
Long-Term Debt - Principal & Interest	172,851	166,389	(6,462)	(3.7%)	160,032	(6,357)	(3.8%)	8
Internal Recoveries/Transfers	(200)	(350)	(150)	75.0%	(190)	160	(45.7%)	
<b>Total Expenditures</b>	<b>\$4,349,302</b>	<b>\$4,698,849</b>	<b>\$349,547</b>	<b>8.0%</b>	<b>\$4,968,012</b>	<b>\$269,163</b>	<b>5.7%</b>	
<b>Total Operating Budget</b>	<b>\$4,055,229</b>	<b>\$4,366,874</b>	<b>\$311,645</b>	<b>7.7%</b>	<b>\$4,632,245</b>	<b>\$265,371</b>	<b>6.1%</b>	

**Note: Explanation of Change**

- (1)** Increase in revenue reflects new leasing opportunity at the Churchill Branch, combined with anticipated increases in programming and hall rental revenue.
- (2)** Anticipated increase in miscellaneous revenues, photocopy revenues, and books/ideaSHOP sales.
- (3)** Decrease in reserve funding for Lakeshore Library Expansion debt as interest payments are declining in 2025 & 2026.
- (4)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also includes annualizing the positions that were approved with delayed start dates in 2024 through the last budgt cycle, and the anticipated impacts of salary grid reviews.
- (5)** Increase in physical collections, insurance, and software costs.
- (6)** Anticipated increases in cleaning/snow removal contracts as well as legal costs.
- (7)** Addition of property tax expense as a result of generating external revenue at the Churchill Branch.
- (8)** Decrease in budgeted debt interest as interest payments are declining in 2025 & 2026.





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
LIB5 Electronic Equipment - All Branches	80,784	73,750
LIB49 Lakeshore Facility Assessment & Repairs	75,000	75,000
LIB52 Replacement Furnishings	80,000	30,000
LIB54 Strategic Plan	---	60,000
LIB71 Lakeshore Children's Area Expansion	250,000	---
<b>Total</b>	<b>\$485,784</b>	<b>\$238,750</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Sports & Recreational Activities

## Service Business Plan

Executive Sponsor: Director of Operations

Service Lead: Operations Manager, Sports and Recreation



## Our Services

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The Sports & Recreation team collaboratively develops a variety of inclusive sports and community programs and events that provide cultural, educational, recreational, and entertainment opportunities for all our residents. We inspire community participation and create opportunities for unique and valuable experiences. We strive to make these services financially and geographically accessible for residents.

**Recreation Programming** – Our recreation programming offers a variety of sports, leisure, fitness, general interest, and drop-in opportunities for children, youth, adults, and seniors. Starting in 2020, we shifted to hosting virtual programming and a larger number of outdoor programs. We continue to see demand for outdoor programs, which we continue to offer. As our community grows and changes, we will offer new opportunities to support our community's health and wellness.

**Camp Programming** – The mandate of our summer camp programming is to provide an indoor/outdoor opportunity for children to participate in safe, enjoyable, and memorable day camp experiences. The camp experience helps children develop important social, emotional, and cognitive skills. Camps also allow youth hired for the camp an opportunity to build leadership skills. Best of all, children create memories within their own community that last a lifetime. As our community continues to grow, we are seeing increasing demand for experiences for children and youth.

**Special Events** – We actively assist with local events and activities to encourage broad community participation. We also provide services to community-led initiatives including planning and logistical support in liaising with community groups, emergency services, and vendors for the creation of safe and enjoyable events. Both staffing and material resources are deployed for special events held within the community. These events support a growing cultural ecosystem and strengthen community-building efforts, which is important to our residents. Additional community events include Music in the Park, InnisFALL, Volunteer Appreciation Event, and Neighbourhood Nights.

**Community Outreach** – Outreach takes our services into the community to increase access for all residents. We develop and deliver programs alongside community partners like school boards, healthcare providers, and local businesses to maximize resources and make our presence known outside of our physical spaces. We offer a Mobile Youth Centre and Mobile Seniors Active Living Centre throughout our community in addition to other community outreach projects including the Youth Connex Committee, partnerships with Nantyr Shores Secondary School's Art & Leadership classes, and a variety of drop-in programs.

**Rentals & Bookings** – When residents are looking to get married, host a birthday party, schedule a hockey practice, or hold a meeting, we provide rental and booking services for a variety of indoor and outdoor Town facilities. We also support our sports and community service organizations with effective space to operate their programs and services to the community.

**Advertising** – We help businesses reach a large audience with a variety of advertising opportunities including advertising on arena rink boards, ice surfaces, TVs, wall boards, fences, sponsoring a public skate, or posting in the Active Innisfil virtual Program Guide.


**Measuring Work & Performance**

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of events held *	14	17	42	61	65	70
<b>Recreation Programs</b>						
# of programs provided	3,520	5,360	4,387	3,755	4,000	4,250
% of satisfied program participants	91%	90%	86%	75%	80%	85%
Utilization of registered programs**	30%	42%	86%	59%	60%	65%
<b>Utilization of recreation facilities***</b>						
Sports fields	7%	22%	22%	30%	31%	31%
Diamonds	21%	37%	43%	48%	48%	48%
Arenas	70%	68%	74%	75%	75%	75%

Note: \*Event #'s represent both Town and community group-operated events

\*\*Measures the level of participation relative to program capacity

\*\*\*Measures the booking usage rate during core operating hours of those facilities



## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change		Year to Year % Change
<b>Revenues</b>								
Registration & Facility Fees	(\$262,000)	(\$317,900)	(\$55,900)	21.3%	(\$322,878)	(\$4,978)	1.6%	1
User Fees, Licences and Fines	(18,000)	(4,500)	13,500	(75.0%)	(4,500)	-	0.0%	2
Other	(26,500)	(86,795)	(60,295)	227.5%	(88,114)	(1,319)	1.5%	3
<b>Total Revenues</b>	<b>(\$306,500)</b>	<b>(\$409,195)</b>	<b>(\$102,695)</b>	<b>33.5%</b>	<b>(\$415,492)</b>	<b>(\$6,297)</b>	<b>1.5%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$716,856	\$825,314	\$108,458	15.1%	\$859,575	\$34,261	4.2%	4
Materials & Supplies	92,377	125,804	33,427	36.2%	131,465	5,661	4.5%	5
Utilities	2,033	2,725	692	34.0%	2,778	53	1.9%	
Contracted Services	137,700	175,500	37,800	27.5%	178,500	3,000	1.7%	6
Rents & Financial	14,000	5,000	(9,000)	(64.3%)	5,000	-	0.0%	7
Internal Recoveries/Transfers	79,158	77,733	(1,425)	(1.8%)	79,851	2,118	2.7%	
<b>Total Expenditures</b>	<b>\$1,042,123</b>	<b>\$1,212,076</b>	<b>\$169,952</b>	<b>16.3%</b>	<b>\$1,257,168</b>	<b>\$45,092</b>	<b>3.7%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$735,623</b>	<b>\$802,881</b>	<b>\$67,257</b>	<b>9.1%</b>	<b>\$841,676</b>	<b>\$38,795</b>	<b>4.8%</b>	
Add: Change Requests	-	75,620	75,620	0.0%	106,465	30,845	40.8%	8
<b>Total Operating Budget</b>	<b>\$735,623</b>	<b>\$878,501</b>	<b>\$142,877</b>	<b>19.4%</b>	<b>\$948,141</b>	<b>\$69,640</b>	<b>7.9%</b>	

**Note: Explanation of Change**

- (1) Anticipated increase in program registration revenue.
- (2) Reduction in program advertising revenue as a result of converting to an online program brochure, and reduction in MYC rental revenue based on historical trends.
- (3) Increase in Senior Active Living Centre (SALC) grant funding and donations towards the Fee Assurances in Recreation (FAIR) program.
- (4) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (5) Increase in materials & supplies expenses related to SALC programming and increased software costs.
- (6) Increase in ActiveNet fees as program revenue is anticipated to increase.
- (7) Reduction in facility rental based on historical trends.
- (8) Change request reflects the addition of Recreation Coordinator. Details of the change request can be found in the following pages.



## Service Change Request

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**Service Level Change:** 1 FTE – Recreation Coordinator

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

- 1 Sports & Recreation Manager (Non-Union)
- 1 Facility Coordinator (Union)
- 1 Recreation Coordinator (Union)
- 1 Registration & Booking Administrator (Union)

**Business Case Rationale:**

As the Town of Innisfil experiences a significant demographic shift, with populations of older adults (55+) and seniors (65+) growing rapidly, there is an increasing demand for services tailored to support this community. In 2017, we provided 17 programs for seniors, and this number has increased to 82 program offerings by 2024. Currently, the Town employs a single Recreation Coordinator who has managed all recreation programming for the Town, including seniors' programs, since the early 2000s. With existing staff operating at full capacity, it has become evident that additional support is needed to meet the Town's expanding program goals.

This business case proposes hiring a dedicated Recreation Coordinator focused on seniors' programming. With the introduction of the Seniors Active Living Centre (SALC) and ongoing funding dedicated to senior programming, additional staff resources are required to meet this growing portfolio. The ongoing grant funding and anticipated registration revenue received annually will cover approximately 30% of the costs associated with adding a full-time position, making this investment feasible.

The addition of this full-time position will enable the Town to enhance program planning and broaden offerings, directly addressing the health and well-being of seniors. Below are some key benefits associated with this new role:



1. **Addressing Growing Demand:** As the senior population continues to rise, a dedicated coordinator will ensure that programs expand and adapt to meet evolving needs.
2. **Enhancing Health and Well-Being:** SALC programs contribute to better physical and mental health for seniors, thereby reducing the demand for healthcare services and costs linked to inactivity, isolation, and injuries from falls.
3. **Enabling Social Connection:** The coordinator will be instrumental in expanding community engagement initiatives and helping to alleviate social isolation—a significant risk factor for many seniors in our community.

Hiring a full-time Recreation Coordinator for seniors programming is essential to the Town of Innisfil's commitment to supporting its aging population. This strategic addition aligns with the Town's commitment to fostering an active, healthy, and connected community, as outlined in the Town's Strategic Plan Priority #3. Furthermore, this position is supported by the 2023 Land & Lakes Master Plan which recommends hiring a full-time Recreation Coordinator for the SALC programs.

By approving this role, the Town will effectively support its aging population and ensure the delivery of high-quality services that adapt to evolving needs, ultimately benefiting the broader community.





## Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Registration Revenue	(\$7,500)	(\$10,000)
	(7,500)	(10,000)
<u>Expenditures</u>		
Wages & Benefits	\$75,853	\$109,020
IT & Licensing Costs	7,267	7,445
	83,120	116,465
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$75,620</b>	<b>\$106,465</b>

Capital Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
PKS431 Parks & Recreation User Fees Analysis	---	55,000
<b>Total</b>	<b>\$0</b>	<b>\$55,000</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Sustainability

- ◆ Conservation Authority
- ◆ Facilities Management
- ◆ Parks & Open Spaces

- ◆ Stormwater Management
- ◆ Transportation Network



2025-2026 Budget



# Conservation Authority

## Service Business Plan

Service Leads: Lake Simcoe Region Conservation Authority  
and Nottawasaga Valley Conservation Authority



**Conservation Authorities** – We partner with local watershed management agencies (Lake Simcoe Regional Conservation Authority and Nottawasaga Valley Conservation Authority) to ensure the conservation, restoration and responsible management of the water, land, and natural habitats within the Town of Innisfil.



## Our Operating Budget Overview

	2024 Approved Budget	Approved Budget	2025 Year to Year \$ Change	Year to Year % Change	2026 Approved Budget	Year to Year \$ Change	Year to Year % Change	Note
<b>Revenues</b>								
External Recoveries	(\$93,004)	(\$93,004)	\$0	0.0%	(\$93,004)	\$0	0.0%	1
<b>Total Revenues</b>	<b>(\$93,004)</b>	<b>(\$93,004)</b>	<b>\$0</b>	<b>0.0%</b>	<b>(\$93,004)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Conservation Authorities, Local Boards & Grants	\$657,482	\$697,875	\$40,393	6.1%	\$723,262	\$25,388	3.6%	2
<b>Total Expenditures</b>	<b>\$657,482</b>	<b>\$697,875</b>	<b>\$40,393</b>	<b>6.1%</b>	<b>\$723,262</b>	<b>\$25,388</b>	<b>3.6%</b>	
<b>Total Operating Budget</b>	<b>\$564,478</b>	<b>\$604,871</b>	<b>\$40,393</b>	<b>7.2%</b>	<b>\$630,258</b>	<b>\$25,388</b>	<b>4.2%</b>	

### Note: Explanation of Change

- (1) External revenues represent recoveries through water rates that are related to water protection.
- (2) The total allocation for LSRCA in 2024 was \$437K and is estimated to be \$421K for 2025 and \$438K for 2026. The total allocation for NVCA in 2024 was \$221K and is proposed to be \$277K for 2025 and \$285K for 2026.

Details of changes are outlined in the LSRCA & NVCA budget documents, which will be posted on the Town website at [innisfil.ca/budget](http://innisfil.ca/budget) when available.



# Facilities Management

## Service Business Plan

Executive Sponsor: Director of Operations

Service Leads: Operations Manager, Facilities and Operations Manager, Parks and Community Spaces



## Our Services

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**Community Centres and Arenas** – We provide clean and safe community halls, meeting rooms, ice surfaces and other indoor spaces for residents and visitors to participate in indoor sports, arts, cultural programs, health and wellness, and recreation activities. Many of our facilities host Town-provided programming or are rented by organizations, groups, or individuals for private programming and events.

Ice hockey, figure skating, ringette, broomball, drop-in programs, recreational leagues, and public skating are among the program activities offered in our arenas. When the ice is removed, staff transform these spaces so users can enjoy other programs such as lacrosse, ball hockey, or major events such as high school graduation ceremonies.

Our portfolio also includes the Rizzardo Health & Wellness Centre (RHWC). This facility demonstrates the Town's commitment to improving community health and wellness by providing much-needed healthcare services to Innisfil residents.

**Facility Care** – Proper maintenance is essential for the enjoyment and upkeep of our facilities to ensure they function as intended and continue to provide safe and reliable spaces to the public. Examples of building care activities we provide include:

- Planned Preventive Maintenance (PPM)

- Corrective maintenance and repair
- General cleaning and sanitization of public areas, such as washrooms and common areas
- Maintenance of essential building systems, HVAC, mechanical, electrical, and roofing
- Snow removal from parking lots, sidewalks, and doorways
- Renovations and space management

We are hard at work implementing our proactive maintenance strategy for Town facilities that combines a preventative and corrective approach. This strategy will play an important part in keeping the Town facilities portfolio in good shape by leveraging the latest trends, innovative solutions, and techniques within the Facilities Management sector. We are also working closely with the Town's sustainability staff to develop a green and sustainable approach for Town facilities.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of unplanned repairs that risk interruptions to service delivery	4	1	2	< 5	< 5	< 5
<b>User satisfaction scores*</b>						
Arena facilities	100	100%	90%	80%	80%	80%

Note: \*Value represents % of permit holders who give an 8/10 satisfaction score or better



## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Registration & Facility Fees	(\$2,258,877)	(\$2,579,660)	(\$320,783)	14.2%	(\$2,608,974)	(\$29,314)	1.1%	1
User Fees, Licences and Fines	(68,750)	(40,816)	27,934	(40.6%)	(40,816)	-	0.0%	2
External Recoveries	(415,000)	(435,000)	(20,000)	4.8%	(435,000)	-	0.0%	3
Transfer from Reserve & Reserve Funds	(1,599,863)	(1,402,425)	197,438	(12.3%)	(1,348,841)	53,584	(3.8%)	4
<b>Total Revenues</b>	<b>(\$4,342,490)</b>	<b>(\$4,457,901)</b>	<b>(\$115,411)</b>	<b>2.7%</b>	<b>(\$4,433,631)</b>	<b>\$24,270</b>	<b>(0.5%)</b>	
<b>Expenditures</b>								
Wages & Benefits	\$1,319,494	\$886,485	(\$433,009)	(32.8%)	\$923,233	\$36,748	4.1%	5
Materials & Supplies	1,294,776	1,416,190	121,414	9.4%	1,379,417	(36,773)	(2.6%)	6
Utilities	1,699,162	1,728,620	29,458	1.7%	1,814,432	85,812	5.0%	7
Contracted Services	544,295	648,527	104,232	19.2%	679,738	31,211	4.8%	8
Rents & Financial	105,000	150,000	45,000	42.9%	156,773	6,773	4.5%	9
Long-Term Debt - Principal & Interest	2,337,958	2,112,997	(224,962)	(9.6%)	2,032,334	(80,663)	(3.8%)	10
Transfer to Reserve & Reserve Funds	293,467	378,858	85,391	29.1%	355,300	(23,558)	(6.2%)	11
Internal Recoveries/Transfers	457,997	186,622	(271,375)	(59.3%)	194,480	7,858	4.2%	12
<b>Total Expenditures</b>	<b>\$8,052,149</b>	<b>\$7,508,299</b>	<b>(\$543,850)</b>	<b>(6.8%)</b>	<b>\$7,535,707</b>	<b>\$27,409</b>	<b>0.4%</b>	
<b>Total Operating Budget</b>	<b>\$3,709,659</b>	<b>\$3,050,398</b>	<b>(\$659,261)</b>	<b>(17.8%)</b>	<b>\$3,102,076</b>	<b>\$51,679</b>	<b>1.7%</b>	

**Note: Explanation of Change**

- (1) Adjustment to MIT (Maintenance, Insurance & Taxes) revenue from lease agreements to reflect increases in operational costs and revenue generated from new tenants, as well as anticipated increases in ice rental revenues.
- (2) Reduction in advertising revenues.
- (3) Adjustments to external recovery agreements.
- (4) Decrease in reserve funding as interest debt payments are declining in 2025 & 2026.
- (5) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also reflects adjustments to the budgeting process to simplify the allocation of salaries. In previous budget cycles, positions were spread across multiple service areas, however to simplify the process, positions are now budgeted within one service bundle. The impacts of this change are seen throughout the Sustainability service business plans.
- (6) Anticipated increases in various purchased services related to facility repair and maintenance - such as HVAC, plumbing, electrical.
- (7) Inflationary increases for hydro, gas, and water/sewer costs.
- (8) Increases reflects anticipated increased to maintenance contracts such as HVAC, preventative maintenance, cleaning and garbage contracts.
- (9) Anticipated increase in property taxes for the RHWC.
- (10) Decrease in budgeted debt interest as interest payments are declining in 2025 & 2026.
- (11) Increase in the transfer to capital which allocates funds towards the internally financed portion of the RHWC. A portion of rent rates are used to fund the capital costs of the facility.
- (12) Reduction reflects a budgetary adjustment to move positions directly to the services they relate to, as opposed to budgeting a portion to overhead and allocating against services.







## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
FAC21 Town Facilities - HVAC Capital Renewal Program	465,000	508,000
FAC23 Town Facilities - Roofing Capital Renewal Program	275,000	420,000
FAC25 Town Facilities - General Capital Renewal Program	953,500	658,000
FAC26 Town Facilities - Arenas and Rinks Capital Renewal Program	564,000	237,000
FAC27 IRC Dectron Pool Dehumidification Unit	500,000	---
FAC40 Building Condition Assessments 2026	---	165,000
FAC42 Town Hall Space Redesign	800,000	---
<b>Total</b>	<b>\$3,557,500</b>	<b>\$1,988,000</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).

# Parks & Open Spaces

## Service Business Plan

Executive Sponsor: Director of Operations

Service Lead: Operations Manager, Parks and Community Spaces



## Our Services

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**Sports Fields & Courts** – We provide safe, clean recreational spaces for users to enjoy outdoor sports and leisure activities. We maintain different sports amenities such as soccer pitches, baseball diamonds, basketball courts, and tennis courts located within communities and in hubs such as the Innisfil Recreational Complex. Each field requires specific maintenance to keep them in good condition and safe for programmed use. This includes regular inspections, turf cultural practices, surface treatments, line-painting courts, equipment repair, grass cutting and trimming. These fields and courts host both Town-provided and private programming.

**Lake Access** – Lake access allows our residents and guests to access the richness of experiences Lake Simcoe has to offer. Lake access points enable users to enjoy a variety of activities, such as swimming, kayaking, fishing, relaxing, and boating.

Innisfil Beach Park represents the primary water access point for both people and watercraft, while the remainder of the municipality is dotted with 50+ additional lake access points. Some of these are active, vibrant community assets providing access to the water, while others are used as lookout points or as a quiet place to enjoy Lake Simcoe. Every year we invest significant resources to make these water access points ready for the season, including launching the docks, placing swim buoys to ensure safety, and cleaning beaches of debris.

We are committed to making Innisfil's waterfront more accessible for all. Beach mats are available at each of our premium locations, in addition to a beach wheelchair at Innisfil Beach Park.

**Parks & Green Spaces** – We make sure our green spaces and parks offer residents a place to relax, play, come together with friends, and support the health and wellness of the community. They are located within neighbourhoods and in central locations throughout the town. Green spaces also include naturalized space, like the Arboretum, or the green spaces and gardens around our municipal buildings. Each space has an individual plan for maintenance and care that is dependent on its composition and includes such maintenance activities as grass-cutting, playground maintenance and inspections, tree planting and trimming, and horticultural and waste management.

We also maintain a wide variety of trails, easements, and walkways throughout the municipality that connect our parks, open spaces, and woodlots. We continue to expand our trail network to provide residents with more opportunities to enjoy nature by walking, hiking, or cycling.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Hectares of grass cutting maintained	69.5	70.3	70.9	71.0	71.4	74.4
Hectares of parkland maintained	164.4	165.4	165.8	166.2	167	173.9
% of Innisfil Beach Park inquiries closed within 3 business days	69%	47%	45%	75%	75%	75%
Sports fields, courts & pavilion permit holder user satisfaction*	N/A	50%	---	75%	75%	75%

Note: \*Values represent % of users who give an 8/10 satisfaction score or better



## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
Registration & Facility Fees	(\$498,929)	(\$379,918)	\$119,011	(23.9%)	(\$380,793)	(\$875)	0.2%	1
External Recoveries	(18,500)	(4,500)	14,000	(75.7%)	(4,500)	-	0.0%	2
Other	-	(4,200)	(4,200)	0.0%	(4,200)	-	0.0%	3
<b>Total Revenues</b>	<b>(\$517,429)</b>	<b>(\$388,618)</b>	<b>\$128,811</b>	<b>(24.9%)</b>	<b>(\$389,493)</b>	<b>(\$875)</b>	<b>0.2%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$1,380,523	\$2,981,661	\$1,601,138	116.0%	\$3,109,673	\$128,012	4.3%	4
Materials & Supplies	705,403	796,909	91,506	13.0%	826,598	29,689	3.7%	5
Utilities	101,601	294,010	192,409	189.4%	315,452	21,442	7.3%	6
Contracted Services	233,920	287,338	53,418	22.8%	300,093	12,755	4.4%	7
Rents & Financial	13,000	3,000	(10,000)	(76.9%)	3,000	-	0.0%	8
Transfer to Reserve & Reserve Funds	3,000	3,000	-	0.0%	3,000	-	0.0%	
Internal Recoveries/Transfers	862,451	657,874	(204,577)	(23.7%)	684,693	26,819	4.1%	9
<b>Total Expenditures</b>	<b>\$3,299,899</b>	<b>\$5,023,792</b>	<b>\$1,723,893</b>	<b>52.2%</b>	<b>\$5,242,509</b>	<b>\$218,717</b>	<b>4.4%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$2,782,470</b>	<b>\$4,635,174</b>	<b>\$1,852,704</b>	<b>66.6%</b>	<b>\$4,853,016</b>	<b>\$217,842</b>	<b>4.7%</b>	
Add: Op. Impacts from Capital	-	5,750	5,750	0.0%	4,750	(1,000)	(17.4%)	10
<b>Total Operating Budget</b>	<b>\$2,782,470</b>	<b>\$4,640,924</b>	<b>\$1,858,454</b>	<b>66.8%</b>	<b>\$4,857,766</b>	<b>\$216,842</b>	<b>4.7%</b>	



**Note: Explanation of Change**

- (1) Reflects a reduction in admission revenue at Innisfil Beach Park to reflect historical trends.
- (2) Removal of InnServices recoveries due to changes to MOU.
- (3) Addition of bench dedication revenue.
- (4) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also reflects adjustments to the budgeting process to simplify the allocation of salaries. In previous budget cycles, positions were spread across multiple service areas, however to simplify the process, positions are now budgeted within one service bundle. The impacts of this change are seen throughout the Sustainability service business plans.
- (5) Anticipated increase expected for purchased services related to HVAC, plumbing and electrical related works.
- (6) Increase in utilities is largely related to changes in meter management and billing by InnServices. Affected parks include Town Square, Centennial Park, and Cookstown Community Park.
- (7) Reflects increases in ongoing contracts such as cleaning contracts and portable toilet contracts, largely at Innisfil Beach Park.
- (8) Reflects a change in how debit/visa charges are managed. With the new parking meter contractor, these costs are now invoiced as part of the contract and reflected under contracted services.
- (9) Reduction reflects a budgetary adjustment to move positions directly to the services they relate to, as opposed to budgeting a portion to overhead and allocating against services.
- (10) Operating impacts from various capital projects with additional fleet units being brought into service.





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
PKS362 Huron Court Park - Parking Lot Repaving	---	175,000
PKS363 Fennels Corners Park - Parking Lot Resurfacing	125,000	---
<b>Total</b>	<b>\$125,000</b>	<b>\$175,000</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Stormwater Management

## Service Business Plan

Executive Sponsor: Director of Operations

Service Lead: Stormwater, Drainage, and Environmental Services Manager



We help minimize the impact of flooding and polluted runoff flowing into our rivers, streams, and Lake Simcoe, and reduce the strain that stormwater places on our municipal infrastructure. Innisfil is fortunate to be part of the headwaters of the Nottawasaga River and have the beauty of Lake Simcoe as our easterly border. Providing stormwater management services ensures that residents are protected while preserving both bodies of water.

Our team is also responsible for managing the identification, protection, planning and enhancement of the Town's urban forest. We are working on developing and implementing new by-laws, policies, and programs such as tree identification and inventory, tree risk assessment, monitoring, removals, replanting, and pest management programs.

**Stormwater Management** – Stormwater refers to rainwater or snow melt that flows over roads, parking lots, lawns, buildings, and other sites throughout the Town. Stormwater management reduces the impacts of polluted runoff flowing into lakes, rivers and streams, and reduces the strain that stormwater places on our municipal infrastructure including ditches, culverts, storm sewers, oil grit separators (OGS), low-impact development (LID) and stormwater management facilities.

We provide inspection, maintenance, repair, rehabilitation, retrofit and reconstruction of the Town's stormwater network. Our services provide residents, businesses and visitors with a system designed to protect our infrastructure from flooding and help prevent the release of polluted sediments from entering our streams, rivers, and Lake Simcoe.

Key activities include the annual inspection and maintenance of stormwater management ponds and wetlands, stormwater sewers, ditches, culverts, OGS units and LID features.

**Municipal Drains** – Municipal drains are “community” drainage systems, located on both public and private lands, adopted by by-law under the provisions of the Province’s *Drainage Act*. Historically, Municipal Drains were constructed to improve the drainage of agricultural lands by serving as the discharge point for private drainage systems. However, Municipal Drains also play an important role in removing excess water collected by roadside ditches, residential lots and other properties in rural areas. As per the *Drainage Act*, the Town is responsible for the maintenance of any drainage works constructed under its authority. We provide inspection, maintenance, repair, improvement and delivery of projects to improve or establish new drains within the Town’s municipal drain network.

**Urban Forest Canopy** – Innisfil’s urban forest includes public trees, private trees and woodlands. Town trees and woodlands are vital community assets and these natural features make up part of the Town’s green infrastructure and provide a variety of benefits to our community. Some of these benefits include removing pollutants from the air and water, sequestering carbon, reducing stormwater runoff, cooling streets and homes, providing habitat for wildlife, enhancing aesthetics, and improving the public health of residents in our community, among many others. Through the creation of an Urban Forest Strategic Plan, staff will work systematically to manage Innisfil’s urban forest.

**Invasive Species Management** - Our program is focused on assessing and managing pests, diseases, and other issues that could impact the health and sustainability of the tree canopy and the broader environment. We employ management principles as laid out in our various management plans to address these challenges effectively.





## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of stormwater ponds	42	42	42	47	48	50
# of municipal drains	24	24	24	24	24	24
# of oil grit separator (OGS) units	5	5	5	8	10	12
# of low-impact development (LID) features	6	6	6	8	10	12
% of ponds, drains and oil grit separator units inspected annually	100%	100%	100%	100%	100%	100%
Municipal Drains in fair or better condition*	71%	71%	71%	75%	75%	75%
Storm Water Management (SWM) ponds in fair or better condition*	54%	54%	57%	58%	59%	60%

Note: \* Fair condition means the asset is in working condition, however, minor improvements may be required within the next 3 years to return the pond/drain to designed condition. Ratings of lesser conditions are still functional but are not up to design standards and/or basic level of quality control.



## Our Operating Budget Overview

	2024		2025		2026			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
External Recoveries	(\$306,884)	(\$2,000)	\$304,884	(99.3%)	(\$2,000)	\$0	0.0%	1
Other	(35,000)	(45,000)	(10,000)	28.6%	(45,000)	-	0.0%	2
<b>Total Revenues</b>	<b>(\$341,884)</b>	<b>(\$47,000)</b>	<b>\$294,884</b>	<b>(86.3%)</b>	<b>(\$47,000)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$258,336	\$271,856	\$13,520	5.2%	\$291,262	\$19,406	7.1%	3
Materials & Supplies	453,460	721,430	267,970	59.1%	850,573	129,143	17.9%	4
Long-term Debt - Principal & Interest	304,884	-	(304,884)	(100.0%)	-	-	0.0%	1
Internal Recoveries/Transfers	104,327	(45,857)	(150,184)	(144.0%)	(51,047)	(5,191)	11.3%	5
<b>Total Expenditures</b>	<b>\$1,121,008</b>	<b>\$947,429</b>	<b>(\$173,578)</b>	<b>(15.5%)</b>	<b>\$1,090,788</b>	<b>\$143,358</b>	<b>15.1%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$779,124</b>	<b>\$900,429</b>	<b>\$121,306</b>	<b>15.6%</b>	<b>\$1,043,788</b>	<b>\$143,358</b>	<b>15.9%</b>	
Add: Op. Impacts from Capital	-	14,300	14,300	0.0%	13,000	(1,300)	(9.1%)	6
<b>Total Operating Budget</b>	<b>\$779,124</b>	<b>\$914,729</b>	<b>\$135,606</b>	<b>17.4%</b>	<b>\$1,056,788</b>	<b>\$142,058</b>	<b>15.5%</b>	

**Note: Explanation of Change**

- (1)** Removal of long-term debt and municipal drainage recoveries due to a delay in the capital works.
- (2)** Increased drainage superintendent grant based on historical trends.
- (3)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also reflects adjustments to the budgeting process to simplify the allocation of salaries. In previous budget cycles, positions were spread across multiple service areas, however to simplify the process, positions are now budgeted within one service bundle. The impacts of this change are seen throughout the Sustainability service business plans. In addition, a contract arborist position was added that will be funded through capital recoveries (see note 5).
- (4)** Increase reflects inflationary impacts for bridge/culvert related maintenance, increased costs to maintain additional oil grit separators, and new excess soil regulations. This change also reflects the reallocation of tree/brush removals from the Parks and Open Spaces and Transportation Network service bundles.
- (5)** Reduction reflects a budgetary adjustment to move positions directly to the services they relate to, as opposed to budgeting a portion to overhead and allocating against services. In addition, capital recoveries were added to offset the wages and benefits of the contract arborist (see note 3).
- (6)** Operating impacts from capital projects PKS191 and RDS172 for ongoing brush removal and stormwater pond cleanout related costs.





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
PKS408 Urban Forestry Canopy Program	532,000	606,000
SWM1 South Innisfil Creek Drain Branch B Improvement	---	793,000
SWM2 Second Concession Drain Improvement	---	2,396,000
SWM4 Prokopchuk Drain Improvement	---	443,000
SWM6 Stormwater Management Facility Sediment Surveys	---	221,000
SWM9 Cross Culvert Replacement Program	82,000	87,000
SWM10 Invasive Phragmites Control Program	58,900	64,000
SWM19 Catch Basin Repair and Replacement Program	87,500	91,500
<b>Total</b>	<b>\$760,400</b>	<b>\$4,701,500</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Transportation Network

## Service Business Plan

Executive Sponsor: Director of Operations

Service Lead: Operations Manager, Roads and Fleet Services

### Our Services

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Our transportation network is made up of roads, sidewalks, and trail systems that connect our residents to their communities. This service fosters healthy living, safety, and economic prosperity and operates across our town as an environmentally and financially sustainable system. Through our constant, vigorous improvement and maintenance activities, we are proud to say we meet or exceed the minimum legislative requirements outlined in the Ontario Regulation for Minimum Maintenance Standards (O. Reg. 239/02). Our three main services are providing road access, sidewalk access, and winter control.

**Road Access** – We provide maintenance and repair to streets, giving residents, businesses, and visitors an accessible transportation network for motor vehicles and other modes of transportation. Examples of the activities we are responsible for include:

- Patrolling and inspection
- Surface repairs and pavement marking
- Street sweeping and dust control
- Signage, traffic and pedestrian signals and street lighting
- Road and right-of-way work permits

**Sidewalk Access** – We supply safe and accessible sidewalks and pathways. Key activities include sidewalk maintenance, inspection, reconstruction, and installation of new sidewalks.

**Winter Control** – We prevent, remove, and treat winter snow and ice on our roads and sidewalks. Key activities include snow plowing and winter control product application, anti-icing, and snow removal.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Lane kilometres of paved roads maintained	697	697	693	700	701	712
Lane kilometres of gravel roads maintained	68	68	69	69	69	69
% of roads cleared within 6 hours of a heavy snow event*	---	---	75%	70%	70%	70%
% of inquiries closed within 3 business days**	63%	72%	55%	70%	70%	70%
% of paved lane kilometres in good or very good condition	90%	90%	91%	90%	90%	90%
% of vehicle damage incidents per lane kilometre of road maintained	0.02	0.03	0.04	0.02	0.02	0.02

Note:\*New metric added in 2023

\*\* Inquiries related to potholes, signs, winter maintenance



## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	Year to Year % Change	Note
<b>Revenues</b>								
Registration & Facility Fees	(\$23,931)	\$0	\$23,931	(100.0%)	\$0	\$0	0.0%	1
Permits & Other Development Fees	(101,500)	(102,000)	(500)	0.5%	(102,000)	-	0.0%	
User Fees, Licences and Fines	(8,500)	(2,362,150)	(2,353,650)	27690.0%	(2,362,150)	-	0.0%	2
External Recoveries	(36,200)	(31,725)	4,475	(12.4%)	(31,725)	-	0.0%	
Transfer from Reserve & Reserve Funds	(138,000)	(96,840)	41,160	(29.8%)	-	96,840	(100.0%)	3
<b>Total Revenues</b>	<b>(\$308,131)</b>	<b>(\$2,592,715)</b>	<b>(\$2,284,584)</b>	<b>741.4%</b>	<b>(\$2,495,875)</b>	<b>\$96,840</b>	<b>(3.7%)</b>	
<b>Expenditures</b>								
Wages & Benefits	\$1,604,971	\$2,566,928	\$961,957	59.9%	\$2,671,211	\$104,283	4.1%	4
Materials & Supplies	2,655,071	3,006,244	351,173	13.2%	3,269,112	262,868	8.7%	5
Utilities	522,795	474,212	(48,583)	(9.3%)	497,122	22,910	4.8%	6
Contracted Services	22,657	2,217,277	2,194,620	9686.2%	2,218,453	1,176	0.1%	7
Long-term Debt - Principal & Interest	138,000	96,840	(41,160)	(29.8%)	-	(96,840)	(100.0%)	8
Internal Recoveries/Transfers	1,335,205	1,106,761	(228,444)	(17.1%)	1,148,136	41,375	3.7%	9
<b>Total Expenditures</b>	<b>\$6,278,699</b>	<b>\$9,468,262</b>	<b>\$3,189,563</b>	<b>50.8%</b>	<b>\$9,804,034</b>	<b>\$335,771</b>	<b>3.5%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$5,970,568</b>	<b>\$6,875,547</b>	<b>\$904,979</b>	<b>15.2%</b>	<b>\$7,308,159</b>	<b>\$432,611</b>	<b>6.3%</b>	
Add: Op. Impacts from Capital	-	-	-	0.0%	16,250	16,250	0.0%	10
Add: Change Requests	-	-	-	0.0%	98,703	98,703	0.0%	11
<b>Total Operating Budget</b>	<b>\$5,970,568</b>	<b>\$6,875,547</b>	<b>\$904,979</b>	<b>15.2%</b>	<b>\$7,423,111</b>	<b>\$547,564</b>	<b>8.0%</b>	

**Note: Explanation of Change**

- (1) Removal of cell tower rental income as assets were transferred to InnServices.
- (2) Addition of Automated Speed Enforcement (ASE) and Red Light Camera (RLC) revenues. These revenues are offset by the processing costs below.
- (3) Decrease in reserve funding as interest debt payments are declining with payments ending in 2025.
- (4) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. The change also reflects adjustments to the budgeting process to simplify the allocation of salaries. In previous budget cycles, positions were spread across multiple service areas, however to simplify the process, positions are now budgeted within one service bundle. The impacts of this change are seen throughout the Sustainability service business plans. In addition, the change reflects the addition of the Operations Roads, Traffic and Transportation Project Manager.
- (5) Reflects increasing budget for purchased services and locates related to streetlights, budget increases for ASE and RLC hardware and servicing costs, as well as increases to the traffic calming budget as recommended in the Traffic Calming Study. 2026 Reflects further increases to the traffic calming budget and the addition of funds required to process excess soils in accordance with new regulations.
- (6) Decrease in streetlight utilities to reflect historical trends.
- (7) Increase for ASE and RLC processing fees.
- (8) Decrease in budgeted debt principal and interest as interest payments are declining and debt will be fully repaid in 2025.
- (9) Reduction reflects a budgetary adjustment to move positions directly to the services they relate to, as opposed to budgeting a portion to overhead and allocating against services.
- (10) Operating impacts from capital projects RDS349 and RDSOT4, for maintenance and hydro costs.
- (11) Change request reflects the addition of a Roads Operator in 2026. Details of the change request can be found in the following pages.







## Service Change Request

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**Service Level Change:** 1 FTE – Roads Operator

**Proposed Start Date:** January 1, 2026

**Current Service Level:**

- 1 Operations Manager, Roads & Fleet Services
- 2 Field Supervisors
- 19 Operators
- 9 Casuals

The Roads team is responsible for maintaining the Town's 847 lane kilometres of road and sidewalk network, delivering both winter and summer maintenance to the Town's approved levels of service and the mandated Minimum Maintenance Standards outlined in Ontario Regulation 239.

**Business Case Rationale:**

The Roads team is facing an increased workload due to additional road infrastructure developed to support our growing community. It is anticipated that 13 new subdivisions will be assumed by 2026, requiring the addition of one new plow and Operator to maintain existing service levels. This addition will increase the number of active plows on our roads during daytime service from 13 to 14.

The need for a new plow in 2026 was identified in the most recent DC Background Study, and staff have incorporated this into the proposed 2026 capital budget. However, the inclusion of one full-time Roads Operator is needed to place this new plow into service as Operations has reached a tipping point for resources. The addition of a full-time Operator will help with both winter and summer road operations.



Impact on Service Levels:

Winter plowing will maintain the following existing service level standards for all newly assumed subdivisions:

- Core service delivery hours occur from 7 a.m. to 11 p.m.
  - During the day shift (7 a.m. to 3 p.m.) plowing and sanding/salting of primary and secondary roads are completed in an average time of 4-6 hours and 6-8 hours respectively from the start of operations.
  - During the evening shift (3 p.m. to 11 p.m.) plowing and sanding/salting of primary roads only are completed in an average time of approximately 6-8 hours from the start of operations.
- Plows generally do not operate between 11 p.m. to 7 a.m. unless deemed necessary by on-call or the Night Patrol person.

Additionally, summer roadway operations will benefit from additional support and continue to deliver on existing service level commitments such as:

- Brushing activities to improve the sightlines for bike lanes, guardrails and trails.
- Ditching operations that are currently completed each year.
- Responses to address sign maintenance.
- Responding to resident inquiries.

With the approval of this position, the Town will ensure that we maintain our capacity to continue delivering our current service levels and support our growing community.





## Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Full-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$0	\$86,393
Vehicle (Fuel, Insurance, Maintenance)	-	8,650
IT, Licensing Costs, Training, & Uniform	-	3,660
	0	98,703
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$0</b>	<b>\$98,703</b>

Capital Budget Impact	2025 Full-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Development Charges - Fleet	(\$0)	(\$507,000)
Capital Discretionary Reserve Fund	-	(1,500)
<b>Total Capital Revenues</b>	<b>(\$0)</b>	<b>(\$508,500)</b>
<u>Expenditures</u>		
Single Axle Combination Unit	\$0	\$507,000
IT Setup	-	1,500
<b>Total Capital Expenditures</b>	<b>\$0</b>	<b>\$508,500</b>





# Management

- ◆ Corporate Finance
- ◆ Corporate Legal Advice & Support
- ◆ Corporate Management
- ◆ Financial Management

- ◆ Fleet Management
- ◆ Information Technology
- ◆ People & Talent Management



# Corporate Finance

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Treasurer



## Our Services

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**Corporate Finance** – With the needs and goals of the community in mind, we manage the Town's finances in a financially responsible manner considering all forms of financing options including reasonable and affordable tax rates, user fees, alternative revenue sources and long-term debt through transparent priority ranking of needs. Strong investment management helps build reserves for the renewal of municipal assets and ensures the integrity and transparency of our investment management process.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
<b>% of realized return</b>						
Total Investment Portfolio	3.30%	2.30%	4.44%	3.00%	3.00%	3.00%
Internally Managed Portfolio	0.84%	2.29%	5.16%	2.00%	2.00%	2.00%
Externally Managed Portfolio*	6.21%	2.34%	3.09%	5.00%	5.00%	5.00%
PTRS Reserve balance as a % of Town revenues**	8.24%	7.78%	7.05%	7.75%	5.00%	5.00%

Note: \* Member municipality of ONE Joint Investment Board (JIB)

\*\*The Property Tax Rate Stabilization (PTRS) Reserve balance at the end of each fiscal year is maintained between 5% and 10% of the budgeted expenditures net of transfers to other reserves (per policy CP.02-12-05)





## Our Operating Budget Overview

	2024		2025		2026		Note	
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change		Year to Year % Change
<b>Revenues</b>								
Property Taxation	(\$1,737,118)	(\$1,611,925)	\$125,193	(7.2%)	(\$1,624,159)	(\$12,234)	0.8%	1
User Fees, Licences and Fines	(117,500)	(124,500)	(7,000)	6.0%	(132,500)	(8,000)	6.4%	
Penalties & Interest	(1,396,000)	(1,925,000)	(529,000)	37.9%	(2,125,000)	(200,000)	10.4%	2
Interest & Dividends	(1,505,355)	(1,891,591)	(386,236)	25.7%	(1,482,108)	409,483	(21.6%)	3
Ontario Lottery Gaming (OLG) Revenues	(6,200,000)	(7,000,000)	(800,000)	12.9%	(7,100,000)	(100,000)	1.4%	4
External Recoveries	(21,000)	(22,000)	(1,000)	4.8%	(22,000)	-	0.0%	
Other	(263,000)	(107,000)	156,000	(59.3%)	(90,000)	17,000	(15.9%)	5
Transfer from Reserve & Reserve Funds	(100,000)	(3,155,000)	(3,055,000)	3055.0%	(3,433,480)	(278,480)	8.8%	6
<b>Total Revenues</b>	<b>(\$11,339,973)</b>	<b>(\$15,837,016)</b>	<b>(\$4,497,043)</b>	<b>39.7%</b>	<b>(\$16,009,247)</b>	<b>(\$172,231)</b>	<b>1.1%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$515,525	(\$350,000)	(\$865,525)	(167.9%)	(\$350,000)	\$0	0.0%	7
Materials & Supplies	200,000	225,000	25,000	12.5%	225,000	-	0.0%	
Transfer to Reserve & Reserve Funds	20,980,923	23,712,923	2,732,000	13.0%	26,336,923	2,624,000	11.1%	8
Internal Recoveries/Transfers	(1,017,465)	(989,598)	27,867	(2.7%)	(1,004,298)	(14,700)	1.5%	9
<b>Total Expenditures</b>	<b>\$20,678,983</b>	<b>\$22,598,325</b>	<b>\$1,919,342</b>	<b>9.3%</b>	<b>\$25,207,625</b>	<b>\$2,609,300</b>	<b>11.5%</b>	
<b>Total Operating Budget</b>	<b>\$9,339,010</b>	<b>\$6,761,309</b>	<b>(\$2,577,701)</b>	<b>(27.6%)</b>	<b>\$9,198,378</b>	<b>\$2,437,069</b>	<b>36.0%</b>	

**Note: Explanation of Change**

- (1)** Reduction in supplementary tax revenue to align more closely with actuals and forecasted.
- (2)** Increase in penalty & interest on taxes to align with actuals.
- (3)** Increase in budgeted dividends from InnPower, and increase in bank interest and investment income as a result of rising interest rates anticipated for 2025. However, staff anticipate the interest rates will decrease further in 2026.
- (4)** Anticipated increase in OLG gaming revenues based on historical trends.
- (5)** Forecasted decrease in Provincial Offence Act (POA) revenues. All POA revenues are budgeted to be transferred to the Capital Reserve Fund.
- (6)** Budgeted transfer from the Tax Rate Stabilization Reserve in order to limit the tax rate increase to residents.
- (7)** Removal of estimated wage increase impacts from prior budget. Remaining budget reflects corporate wage gapping and estimated changes in OMERS eligibility.
- (8)** Increased transfers related to increased OLG gaming revenues and 1% Capital Levy. The 2026 change reflects an increased transfer to the Tax Rate Stabilization reserve to repay funds used in the 2025 budget.
- (9)** Reduced recoveries related to corporate overheads recoverable from Planning & Engineering external recoveries.



# Corporate Legal Advice & Support

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Manager of Legal and Clerk Services



## Our Services

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The Legal team supplies strategic legal advice to Council, staff, and partner organizations on matters involving contracts, municipal law, labour relations, regulatory compliance and more.

**Real Estate Transaction Support** – We provide advice and drafting support (e.g., contracts and agreements) during land acquisition, disposition, and through a variety of development processes.

**Litigation Support** – We manage cost-effective external legal assistance on litigation files, represent the Town effectively at courts and tribunals as needed, and work with service areas for negotiation of reasonable resolutions outside of formal adjudication.

**Risk Management** – We administer the Town's Risk Management program including ensuring proper insurance coverage, tracking and reporting on risks to various service areas, and monitoring regulatory changes affecting Town business.

**Records Management** – Our team administers the Records Management program including the review and updating of our physical and electronic records management system and respective by-laws. We have shifted to primarily electronic records management and continuously update best practices to ensure the safekeeping of important documents and pieces of our municipal history.



**Measuring Work & Performance**

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Total amount spent on external legal costs	\$219,373	\$111,860	\$47,967	\$160,000	\$140,000	\$140,000
# of legal requests completed*	228	214	194	250	250	250

Note: \* Services provided internally to Town, InnServices, and InnPower





## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
User Fees, Licences and Fines	(\$3,000)	(\$3,400)	(\$400)	13.3%	(\$3,400)	\$0	0.0%	
External Recoveries	(159,676)	(128,176)	31,500	(19.7%)	(128,176)	-	0.0%	1
Transfer from Reserve & Reserve Funds	(30,000)	(30,000)	-	0.0%	(30,000)	-	0.0%	
<b>Total Revenues</b>	<b>(\$192,676)</b>	<b>(\$161,576)</b>	<b>\$31,100</b>	<b>(16.1%)</b>	<b>(\$161,576)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$801,400	\$911,188	\$109,789	13.7%	\$965,048	\$53,859	5.9%	2
Materials & Supplies	192,542	261,927	69,385	36.0%	250,627	(11,300)	(4.3%)	3
Utilities	2,427	2,627	200	8.2%	2,627	-	0.0%	
Contracted Services	161,344	136,044	(25,300)	(15.7%)	136,044	-	0.0%	4
Internal Recoveries/Transfers	13,000	15,300	2,300	17.7%	15,700	400	2.6%	5
<b>Total Expenditures</b>	<b>\$1,170,713</b>	<b>\$1,327,086</b>	<b>\$156,374</b>	<b>13.4%</b>	<b>\$1,370,046</b>	<b>\$42,959</b>	<b>3.2%</b>	
<b>Total Operating Budget</b>	<b>\$978,037</b>	<b>\$1,165,510</b>	<b>\$187,474</b>	<b>19.2%</b>	<b>\$1,208,470</b>	<b>\$42,959</b>	<b>3.7%</b>	

**Note: Explanation of Change**

- (1)** Reduction in external recoveries based on historical trends.
- (2)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** Increase in insurance premiums and insurance deductibles.
- (4)** Reduction in external legal costs based on historical trends.
- (5)** Increase in director recoveries.



# Corporate Management

## Service Business Plan

Executive Sponsors: CFO/Director of Corporate Services & Innovation

Service Lead: Head of Enterprise Strategy & Business Planning

## Our Services

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The Enterprise Strategy & Business Planning team aligns common strategies and goals across corporate partners and stakeholders to fulfill the Town's Strategic Plan and achieve the future directions of the Town. Having a strong, united organization ensures we stay on target for long-term objectives while doing everything possible to keep our community safe.

**Strategic Planning and Innovation** – We create, reinvent and redesign corporate strategies to drive business growth, generate value for our community, and create competitive advantages. We encourage and facilitate long-term planning for decades to come.

**Corporate Performance Monitoring and Reporting** – We help with the development, monitoring and ongoing enhancement of Key Performance Indicators (KPIs), levels of service, and performance metrics for the Town. We also collect, analyze and prepare the results for regular performance reporting to management, Council and the public.

**Service Improvement** – We work with departments to optimize processes, improve workflow automation, and introduce new solutions by leading requirements definition, solution development, implementation planning, and project/change management activities.

**Asset Management** – We provide foundational support to departments to enable them to better manage municipal infrastructure assets and make more informed decisions about the maintenance, enhancement, and replacement of

assets. Our team leads the development and implementation of tools, processes, and operating procedures to support effective inventory control and condition reporting of assets. We also develop and maintain supporting documentation such as policy, strategy and asset management plans to improve performance and ensure compliance with provincial legislation.

**Grant Funding** – We identify grant funding opportunities, work with departments to identify suitable projects, prepare and submit grant applications and then help ensure that funding requirements are met so that awarded funds are received in full.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Asset Management Program Health Average AMRS* Level	1.4	1.5	1.8	1.9	2.0	2.6
% of AMRS* Outcome Areas at Level 2 or Higher	53%	60%	67%	73%	85%	90%

Note: \*AMRS stands for Asset Management Readiness Scale



## Our Operating Budget Overview

	2024		2025		2026			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
Transfer from Reserve & Reserve Funds	(\$95,077)	(\$106,677)	(\$11,600)	12.2%	(\$109,086)	(\$2,409)	2.3%	1
<b>Total Revenues</b>	<b>(\$95,077)</b>	<b>(\$106,677)</b>	<b>(\$11,600)</b>	<b>12.2%</b>	<b>(\$109,086)</b>	<b>(\$2,409)</b>	<b>2.3%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$1,381,413	\$1,535,534	\$154,120	11.2%	\$1,592,128	\$56,594	3.7%	2
Materials & Supplies	67,106	68,063	957	1.4%	68,181	118	0.2%	
Utilities	8,399	8,399	-	0.0%	8,399	-	0.0%	
Contracted Services	5,000	-	(5,000)	(100.0%)	-	-	0.0%	3
Conservation Authorities, Local Boards & Grants	17,000	-	(17,000)	(100.0%)	-	-	0.0%	4
Internal Recoveries/Transfers	(61,806)	(69,100)	(7,294)	11.8%	(75,400)	(6,300)	9.1%	5
<b>Total Expenditures</b>	<b>\$1,417,112</b>	<b>\$1,542,896</b>	<b>\$125,783</b>	<b>8.9%</b>	<b>\$1,593,308</b>	<b>\$50,412</b>	<b>3.3%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$1,322,035</b>	<b>\$1,436,219</b>	<b>\$114,184</b>	<b>8.6%</b>	<b>\$1,484,222</b>	<b>\$48,003</b>	<b>3.3%</b>	
Add: Change Requests	-	49,476	49,476	0.0%	69,570	20,093	40.6%	6
<b>Total Operating Budget</b>	<b>\$1,322,035</b>	<b>\$1,485,695</b>	<b>\$163,660</b>	<b>12.4%</b>	<b>\$1,553,792</b>	<b>\$68,097</b>	<b>4.6%</b>	

**Note: Explanation of Change**

- (1) Reflects the funding from Capital reserves to offset the grant writing contract position.
- (2) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (3) Reduction in consulting costs not historically spent.
- (4) Budget for physician recruitment reallocated to Health & Wellness.
- (5) Increase in internal recoveries from Council related to Executive Business Partner and Chief of Staff positions, and Director office recoveries.
- (6) Change request reflects the addition of Business Performance Specialist - Grants Focus. Details of the change request can be found in the following pages.







## Service Change Request

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**Service Level Change:** 1 FTE – Business Performance Specialist - Grants Focus

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

1 full-time contract Resource Developer (i.e., Grant Writer)

**Business Case Rationale:**

This position would replace the existing Resource Developer contract position (i.e., Grant Writer) to provide greater capabilities for maturing the Town's grant funding program. In addition to identifying grant funding opportunities and working with departments to develop successful grant applications and prepare required funding program reports, the new role will also provide more robust project management over the grant lifecycle, including preparing periodic management reports and a grants dashboard. The new role is also expected to enhance the grant funding program through developing and administering policy, strategy, and process.

Continuing without this full-time position hinders the Town's ability to attract and retain skilled and experienced resources, increases the risk of not having the capacity to pursue all funding opportunities, and limits the Town's ability to enhance the maturity, efficiency, and performance of the grants program.

This new position directly supports Strategic Plan Objective 3.4 - Ensure capacity to be able to pursue available grant opportunities to help us realize our priorities.



## Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
N/A	(\$49,476)	(\$69,570)
	(49,476)	(69,570)
<u>Expenditures</u>		
Wages & Benefits	\$98,952	\$139,139
	98,952	139,139
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$49,476</b>	<b>\$69,570</b>

Capital Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>



## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
ADM63 Enterprise Risk Management	150,000	---
<b>Total</b>	<b>\$150,000</b>	<b>\$0</b>

Read details on this Capital Project at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Financial Management

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Treasurer



The Finance team provides financial leadership, planning, guidance and reporting to internal and external customers, including budget preparation and support. We're responsible for all statutory financial reporting in compliance with legislative requirements.

**General Accounting** – Our team delivers day-to-day transactional needs to Town-related accounts payable, accounts receivable, payroll, cash handling, bank deposits, account reconciliations, inquiries, and issue resolution.

**Procurement** – We facilitate the Town's procurement of goods, services and construction in an open, fair and transparent process in compliance with the Town's Purchasing By-Law and legislated Trade Treaties (CETA/CFTA). We also oversee purchasing training, auditing, asset disposal, and the corporate P-card, signing authority and vendor performance programs.

**Property Taxation** – This team manages all aspects of property taxation for the Town and associated agencies including billing, collections, customer inquiries, initiating tax sales, and preparing and recording tax write-offs and adjustments.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
Property tax arrears as a % of current year taxes billed	8.1%	8.6%	10.1%	9.5%	9.0%	8.5%
<b>Procurement</b>						
# of competitive bid cycles completed	70	84	166	90	95	100
% of bid cycles meeting prescribed timelines*	---	70%	87%	70%	75%	80%
<b>General Accounting</b>						
# of accounts payable (AP) payments	4,326	4,569	4,690	4,740	4,790	4,840
% of AP payments made electronically	98%**	94%	96%	97%	97%	97%
<b>Financial Planning</b>						
% of Operating Budget Spent versus Planned***	98.7%	100.5%	96.8%	100%	100%	100%
% of Capital Budget Spent versus Planned	60%	47%	63.8%	70%	70%	70%

Note: \*Newly defined metric being tracked in 2022; timelines vary based on the type of procurement.

\*\*As a result of COVID-19 and staff working remotely, electronic accounts payable payments increased significantly.

\*\*\*Target variance is +/-3% of planned operating budget





## Our Operating Budget Overview

	2024		2025		2026			Note
	Approved Budget	Approved Budget	Year to Year \$ Change	Year to Year % Change	Approved Budget	Year to Year \$ Change	Year to Year % Change	
<b>Revenues</b>								
User Fees, Licences and Fines	(\$299,825)	(\$392,325)	(\$92,500)	30.9%	(\$398,100)	(\$5,775)	1.5%	1
External Recoveries	(146,000)	(95,000)	51,000	(34.9%)	(95,000)	-	0.0%	2
<b>Total Revenues</b>	<b>(\$445,825)</b>	<b>(\$487,325)</b>	<b>(\$41,500)</b>	<b>9.3%</b>	<b>(\$493,100)</b>	<b>(\$5,775)</b>	<b>1.2%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$2,255,856	\$2,475,065	\$219,208	9.7%	\$2,562,220	\$87,155	3.5%	3
Materials & Supplies	101,481	118,215	16,734	16.5%	124,915	6,700	5.7%	4
Utilities	27,389	23,700	(3,689)	(13.5%)	23,700	-	0.0%	
Contracted Services	40,822	48,063	7,241	17.7%	49,666	1,603	3.3%	5
Rents & Financial	6,000	7,000	1,000	16.7%	7,000	-	0.0%	
Internal Recoveries/Transfers	(142,000)	(176,600)	(34,600)	24.4%	(179,400)	(2,800)	1.6%	6
<b>Total Expenditures</b>	<b>\$2,289,548</b>	<b>\$2,495,443</b>	<b>\$205,894</b>	<b>9.0%</b>	<b>\$2,588,101</b>	<b>\$92,658</b>	<b>3.7%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$1,843,723</b>	<b>\$2,008,118</b>	<b>\$164,394</b>	<b>8.9%</b>	<b>\$2,095,001</b>	<b>\$86,883</b>	<b>4.3%</b>	
Add: Change Requests	-	60,599	60,599	0.0%	148,965	88,366	145.8%	7
<b>Total Operating Budget</b>	<b>\$1,843,723</b>	<b>\$2,068,716</b>	<b>\$224,993</b>	<b>12.2%</b>	<b>\$2,243,966</b>	<b>\$175,249</b>	<b>8.5%</b>	

**Note: Explanation of Change**

- (1) Anticipated increase in handling charge revenues.
- (2) Reduction in InnServices recoveries due to changes to MOU.
- (3) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. This change also includes an additional co-op term.
- (4) Anticipated increases in printing, postage, and photocopy-related costs.
- (5) Anticipated increases in audit costs and consulting services.
- (6) Anticipated increases in director recoveries and staff time recoveries from capital projects.
- (7) Change request reflects the addition of a Payroll Administrator in 2025, and an Accounts Payable Specialist in 2026. Details of the change request can be found in the following pages.



## Service Change Request #1

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**Service Level Change:** 1 FTE – Payroll Administrator

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

1 Payroll Administrator

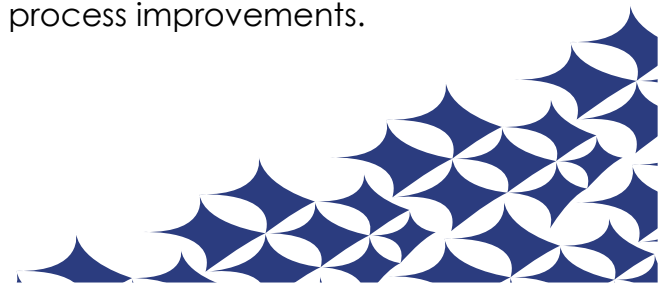
**Business Case Rationale:**

The Town's only Payroll Administrator position has been in place for 20+ years, and during that time the Town has grown significantly. Since 2003, the number of staff employed by the Town has increased by 80 full-time and 26 part-time staff. In total, the Town (including Library) has 259 permanent staff and approximately 186 part-time staff. As well, the complexity of payroll legislation, including OMERS, and the tracking and accounting of how staff spend their time has increased considerably.

The payroll workload far exceeds the capacity of one staff member. To manage the current workload, a Financial Analyst has been assigned regular payroll duties along with ongoing assistance from a co-op student entering operations timesheets. Even with this additional help, there are still not enough staffing resources in place to address the current workload, resulting in regular overtime, overburdened staff and the risk of errors.

The hiring of an additional Payroll Administrator is vital in addressing workload issues and will enable a more even distribution of work and thorough reviews to ensure payroll is accurate, compliant and risks are managed. It will also ensure timely payroll processing and responses to employee queries and issues.

As payroll is a critical process, this additional staff member will enable cross-training and knowledge sharing, ensuring that institutional payroll knowledge is preserved and broadened. This position will also support ongoing and future initiatives aimed at streamlining payroll processes through technology upgrades and process improvements.







## Financial Impact on the 2025-2026 Budget

Operating Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$69,299	\$98,943
Overtime Savings	(12,000)	(17,000)
IT & Licensing Costs	3,300	3,300
	<u>60,599</u>	<u>85,243</u>
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$60,599</b>	<b>\$85,243</b>

Capital Budget Impact	2025 Partial-Year Impact	2026 Full-Year Impact
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>



## Service Change Request #2

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**Service Level Change:** 1 FTE – Accounts Payable Specialist

**Proposed Start Date:** January 1, 2026

**Current Service Level:**

1 Accounts Payable Specialist

**Business Case Rationale:**

The Accounts Payable Specialist processes payments to vendors for all Town departments and the Library. Prior to issuing payments, they review invoices for accuracy, completeness and compliance with the Town's Purchasing By-law and ensure invoices have been approved in accordance with established signing authorities. The position is responsible for the processing of credit card payments, employee expense reimbursements, vendor statement reconciliations, maintenance of vendor files, and responding to vendor and staff inquiries.

The position of Accounts Payable Specialist has been in place for 20+ years, and during that time the Town has grown significantly. As Town services and capital works increase, the volume of accounts payable transactions has increased as well, and it has become increasingly difficult to keep up with the workload despite the additional resources being directed to these tasks. Finance has been managing the increased workload through a co-op student and assistance from other full-time staff. However, this is not sustainable as this takes away capacity from other full-time positions and using a co-op student is inefficient as it involves retraining each new co-op student.

Hiring an additional accounts payable position is important in ensuring that invoices and payments are issued in a timely and accurate manner. As well, this position will build depth in the department through cross-training and knowledge sharing and will support ongoing and future initiatives aimed at streamlining accounts payable processes through software upgrades and process improvements.





## Financial Impact on the 2025-2026 Budget

<b>Operating Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$0	\$86,122
IT & Licensing Costs	0	3,300
Co-op Term x2 Reduction	0	(25,700)
	0	63,722
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$0</b>	<b>\$63,722</b>
<b>Capital Budget Impact</b>	<b>2025 Full-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Capital Discretionary Reserve Fund	\$0	(\$3,100)
<b>Total Capital Revenues</b>	<b>\$0</b>	<b>(\$3,100)</b>
<u>Expenditures</u>		
IT Setup	\$0	\$3,100
<b>Total Capital Expenditures</b>	<b>\$0</b>	<b>\$3,100</b>

# Fleet Management

## Service Business Plan

Executive Sponsor: Director of Operations

Service Lead: Operations Manager, Roads and Fleet Services



## Our Services

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Our Fleet department serves two main functions: maintenance of our corporate fleet through the operation of our in-house fleet shop and strategic management of our corporate fleet, from acquisition to disposal of each corporate asset.

**Maintenance of Corporate Fleet Vehicles and Equipment** – We ensure the safe operation of emergency and non-emergency fleet vehicles and equipment through maintenance and repair activities. We routinely perform regulatory inspections, while priority repairs are admitted to the shop on the day of discovery with quick turnaround times to ensure fleet vehicles are available to provide services to the community without lengthy delays. Our in-house services allow us to better control internal repair costs and offer servicing to our external corporate partners, creating revenue-generating opportunities to offset operating costs.

**Lifecycle Management of Corporate Fleet Vehicles and Equipment** – We strategically manage our corporate fleet throughout the life of the assets to best meet community needs. We work cross-functionally to plan for and acquire vehicles/equipment at the direction of Council through capital project approvals. We strive to maximize value through the purchase process, optimize our fleet use, and incorporate fleet greening measures. Additionally, we continue to implement improved preventative maintenance measures to extend the useful life of our corporate assets, reduce the cost of repairs, and eliminate unnecessary service disruptions.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of municipal vehicle service appointments completed	1,134	1,098	1,233	1,200	1,200	1,200
# of corporate partner vehicle service appointments completed	374	418	570	455	455	455
% split of new to aging vehicles and equipment currently in service*	50:50%	48:52%	51:49%	50:50%	50:50%	50:50%
Productivity rate of fleet shop	---	---	81%	80%	80%	80%

Note: \*Aging assets are in the latter half of their expected lifecycle. Target to maintain a 50:50% split (+/-10%).



## Our Operating Budget Overview

	2024 Approved Budget	2024 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
User Fees, Licences and Fines	\$0	(\$4,500)	(\$4,500)	0.0%	(\$4,500)	\$0	0.0%	1
External Recoveries	(260,870)	(278,661)	(17,791)	6.8%	(285,482)	(6,821)	2.4%	2
<b>Total Revenues</b>	<b>(\$260,870)</b>	<b>(\$283,161)</b>	<b>(\$22,291)</b>	<b>8.5%</b>	<b>(\$289,982)</b>	<b>(\$6,821)</b>	<b>2.4%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$939,745	\$789,869	(\$149,876)	(15.9%)	\$820,753	\$30,884	3.9%	3
Materials & Supplies	747,376	1,054,535	307,159	41.1%	1,054,637	102	0.0%	4
Utilities	1,481	1,481	-	0.0%	1,481	-	0.0%	
Contracted Services	53,000	23,112	(29,888)	(56.4%)	23,112	-	0.0%	5
Rents & Financial	2,500	2,500	-	0.0%	2,500	-	0.0%	
Internal Recoveries/Transfers	(831,311)	(1,266,486)	(435,175)	52.3%	(1,318,050)	(51,564)	4.1%	6
<b>Total Expenditures</b>	<b>\$912,791</b>	<b>\$605,011</b>	<b>(\$307,780)</b>	<b>(33.7%)</b>	<b>\$584,434</b>	<b>(\$20,578)</b>	<b>(3.4%)</b>	
<b>Sub-Total Operating Budget</b>	<b>\$651,921</b>	<b>\$321,850</b>	<b>(\$330,071)</b>	<b>(50.6%)</b>	<b>\$294,452</b>	<b>(\$27,399)</b>	<b>(8.5%)</b>	
Add: Op. Impacts from Capital	-	650	650	0.0%	1,000	350	53.8%	7
<b>Total Operating Budget</b>	<b>\$651,921</b>	<b>\$322,500</b>	<b>(\$329,421)</b>	<b>(50.5%)</b>	<b>\$295,452</b>	<b>(\$27,049)</b>	<b>(8.4%)</b>	

**Note: Explanation of Change**

- (1)** Fuel related revenue moved from the Operations Administration budget to the Fleet budget.
- (2)** Anticipated increase in external fleet recoveries.
- (3)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs. This change also includes the removal of two contract fleet apprentices and repurposing the Fleet Business Specialist to Operations Business Analyst which sits within Operations Administrations.
- (4)** Increase in sublet costs required to service vehicles. These costs are offset by internal and external fleet recoveries.
- (5)** Budget realignment between contracted services and materials & supplies for ease of tracking all software fees under one line item.
- (6)** Anticipated increase in internal fleet recoveries from other service areas.
- (7)** Operating impacts from various capital projects with additional fleet units being brought onboard.





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
FLT386 Fleet Services Sustain (Replace) Vehicles & Equipment Program	1,678,802	2,405,373
FLT413 Building Fleet Sustain (Replace) Vehicles	138,900	122,600
FLT420 New Unit - Compact Tractor with Attachments	204,000	---
FLT421 Plow Sensor Upgrades	18,000	---
FLT422 Additional Two (2) Building Inspection Vehicles	151,300	---
FLT423 Additional By-Law Vehicle	---	79,000
<b>Sub-Total Fleet Management</b>	<b>\$2,191,002</b>	<b>\$2,606,973</b>
Add: Change Requests	---	507,000
<b>Total Fleet Management</b>	<b>\$2,191,002</b>	<b>\$3,113,973</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).



# Information Technology

## Service Business Plan

Executive Sponsor: CFO/Director of Corporate Services & Innovation

Service Lead: Manager of Information Technology



## Our Services

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The IT department works closely with all service areas to provide process enhancements, new solution implementation, technical support, and hardware/software upgrades. Using hardwired and wireless networks, we enable connectivity for workers at all Town facilities and for remote users. Behind the scenes, IT staff install, maintain, upgrade and configure network security, enterprise servers, backup systems and communication systems to support the Town's various business areas and communication requirements. Additionally, we contractually provide IT services to the Township of Essa.

We have provided a number of technology and software solutions to staff that make the transition from working at a Town facility to a remote site and back again seamless. We've seen how digital technologies allow us to continue daily operations while not in the building physically. We'll continue to propel the municipality into the virtual landscape and deliver more and improved digital services for residents. Initiatives are centred around the digital transformation of both internal and external facing municipal services, innovation, and building technology confidence within the community.

**Business Solutions** – We partner with service areas and departments to advise and plan technology initiatives. Our team implements, develops, and enhances business solutions to better align the delivery of services with resident and

department needs and available resources. Additionally, we can help provide better insight to various operations through enhanced analysis of existing data collections.

**GIS (Geographic Information System)** – We create and maintain spatial databases and mapping solutions to enable business units to effectively perform various functions.

**IT Operations** – We configure, maintain, upgrade, secure and back up data networks, computer hardware, applications and telecommunication systems. Cyber security technologies and practices are built into our operations to protect networks, devices, programs and data from attack, damage, or unauthorized access.

**Helpdesk** – We provide ongoing helpdesk and technical support services to end users of the Town of Innisfil and contracted customers. We help staff with technological needs to ensure teams can work efficiently and effectively.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of GIS layers	391	403	509	515	530	545
# of published map services	105	69	733*	750	775	800
# of support tickets opened	4,864	4,782	4,498	5,250	5,250	5,250
% of support tickets closed	95%	96%	97%	90%	90%	90%
IT support user satisfaction	98%	97%	97%	95%	95%	95%

Note: \*The migration from our on-premise ArcGIS to a County-hosted instance resulted in an increase in the number of map services published.



## Our Operating Budget Overview

	2024 Approved Budget	2025 Approved Budget	2025 Year to Year \$ Change	2025 Year to Year % Change	2026 Approved Budget	2026 Year to Year \$ Change	2026 Year to Year % Change	Note
<b>Revenues</b>								
External Recoveries	(\$190,610)	(\$118,849)	\$71,761	(37.6%)	(\$118,849)	\$0	0.0%	1
<b>Total Revenues</b>	<b>(\$190,610)</b>	<b>(\$118,849)</b>	<b>\$71,761</b>	<b>(37.6%)</b>	<b>(\$118,849)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$986,906	\$1,207,971	\$221,066	22.4%	\$1,262,754	\$54,783	4.5%	2
Materials & Supplies	254,637	782,922	528,285	207.5%	924,587	141,665	18.1%	3
Utilities	4,563	5,863	1,300	28.5%	5,863	-	0.0%	
Contracted Services	634,006	94,424	(539,582)	(85.1%)	94,424	-	0.0%	3
Transfer to Reserve & Reserve Funds	131,000	150,000	19,000	14.5%	150,000	-	0.0%	4
Internal Recoveries/Transfers	23,200	(54,700)	(77,900)	(335.8%)	(47,300)	7,400	(13.5%)	5
<b>Total Expenditures</b>	<b>\$2,034,312</b>	<b>\$2,186,480</b>	<b>\$152,169</b>	<b>7.5%</b>	<b>\$2,390,328</b>	<b>\$203,848</b>	<b>9.3%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$1,843,702</b>	<b>\$2,067,631</b>	<b>\$223,930</b>	<b>12.1%</b>	<b>\$2,271,479</b>	<b>\$203,848</b>	<b>9.9%</b>	
Add: Op. Impacts from Capital	-	23,280	23,280	0.0%	138,280	115,000	494.0%	6
<b>Total Operating Budget</b>	<b>\$1,843,702</b>	<b>\$2,090,911</b>	<b>\$247,210</b>	<b>13.4%</b>	<b>\$2,409,759</b>	<b>\$318,848</b>	<b>15.2%</b>	

**Note: Explanation of Change**

- (1)** Reduction in InnServices recoveries due to changes to MOU and reduction in external recoveries from development works based on historical trends.
- (2)** The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (3)** The 2025 change represents a budget realignment for ease of tracking all software fees under one line item and economic increases in software licensing fees. The 2026 increase reflects adding back operating impacts from delayed capital works approved in prior years.
- (4)** Increase in 2025 transfer to Computer Replacement Reserve to support future IT equipment replacements.
- (5)** Increase in internal recoveries from Building reserve for Cloudpermit annual fees combined with increased director costs.
- (6)** Operating impacts from capital projects IT146 and IT157 for ongoing software related costs.





## Capital Projects Overview

Project No. & Project Name	2025 Approved	2026 Approved
IT63 Hardware Replacements	130,000	130,000
IT70 Hardware Replacements - CDSB Building	25,000	30,000
IT89 IT Infrastructure Replacements	70,000	80,000
IT130 Network Security Updates	---	50,000
IT132 Card Access Technology Upgrade	125,000	---
IT140 IT Research & Development	10,000	10,000
IT141 Security Camera Replacements	---	25,000
IT146 Digital Services	50,000	50,000
IT149 ERP System replacement	5,160,000	---
IT157 Mobile Worker	25,000	---
<b>Sub-Total Information Technology</b>	<b>\$5,595,000</b>	<b>\$375,000</b>
Add: Change Requests	39,426	10,478
<b>Total Information Technology</b>	<b>\$5,634,426</b>	<b>\$385,478</b>

Read details on these Capital Projects at [innisfil.ca/CapitalProjects](https://innisfil.ca/CapitalProjects).

# People & Talent Management

## Service Business Plan

Executive Sponsor: Director of People & Talent

Service Lead: Manager of People & Talent



## Our Services

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With our people-first approach, People & Talent (elsewhere known as Human Resources) provides strategic human resources services, long-term planning related to people strategy, and leading-edge practices to positively impact the employee experience and workplace environment. We help employees be their best selves, belong and excel.

**Employee Relations** – We provide people development, business consultation and support services to the Town. This includes programs and initiatives within learning and development, attraction and retention, total rewards, development and performance planning, people-related technology/systems, and employee engagement—all in support of a welcoming and inclusive workplace environment.

**Labour Relations** – Our team leads labour relations in collaboration with stakeholders. We promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of our staff. We also lead collective agreement negotiations and grievance management, as well as consult on collective agreement application and interpretations.

**Workplace Health and Wellness** – We promote health, safety and wellness through various programs and initiatives. Our team models and advocates for a positive, safe, healthy, and supportive culture. We facilitate short and long-term disability management, accommodation plans, safe/early return to work programs, and oversee benefit programs. We also lead the Corporate health and safety program, undertake root cause analysis and metrics, and

collaborate with the Joint Health and Safety Committees and stakeholders to ensure safe work practices and health and safety legislative compliance.



## Measuring Work & Performance

Performance Measure	Actual			Projected		
	2021	2022	2023	2024	2025	2026
# of recruitments completed	92	112*	75	80	80	80
Average time to fill recruitment from posting to signing (days)	46	52*	48	55	55	55
# of corporate learning and development opportunities offered	18	14	13	15	15	15
Employee retention rate	90%	85%	92%	93%	93%	93%

Note: \*With the labour market more competitive than ever and the increase in the number of recruitments completed, the Town has seen a higher average time to fill recruitments. In 2022 and onwards, a 3-week posting period will be used (as opposed to the standard 2-week posting period) in this candidate-driven market.



## Our Operating Budget Overview

	2024 Approved Budget	Approved Budget	2025 Year to Year \$ Change	Year to Year % Change	Approved Budget	2026 Year to Year \$ Change	Year to Year % Change	Note
<b>Revenues</b>								
External Recoveries	(\$102,500)	(\$35,000)	\$67,500	(65.9%)	(\$35,000)	\$0	0.0%	1
<b>Total Revenues</b>	<b>(\$102,500)</b>	<b>(\$35,000)</b>	<b>\$67,500</b>	<b>(65.9%)</b>	<b>(\$35,000)</b>	<b>\$0</b>	<b>0.0%</b>	
<b>Expenditures</b>								
Wages & Benefits	\$865,345	\$959,968	\$94,623	10.9%	\$1,012,757	\$52,790	5.5%	2
Materials & Supplies	169,842	174,792	4,950	2.9%	175,892	1,100	0.6%	
Utilities	4,672	4,672	-	0.0%	4,672	-	0.0%	
Contracted Services	53,000	91,500	38,500	72.6%	86,500	(5,000)	(5.5%)	3
Internal Recoveries/Transfers	-	(23,400)	(23,400)	0.0%	(25,100)	(1,700)	7.3%	4
<b>Total Expenditures</b>	<b>\$1,092,859</b>	<b>\$1,207,532</b>	<b>\$114,673</b>	<b>10.5%</b>	<b>\$1,254,721</b>	<b>\$47,190</b>	<b>3.9%</b>	
<b>Sub-Total Operating Budget</b>	<b>\$990,359</b>	<b>\$1,172,532</b>	<b>\$182,173</b>	<b>18.4%</b>	<b>\$1,219,721</b>	<b>\$47,190</b>	<b>4.0%</b>	
Add: Change Requests	-	93,481	93,481	0.0%	129,686	36,205	38.7%	5
<b>Total Operating Budget</b>	<b>\$990,359</b>	<b>\$1,266,013</b>	<b>\$275,654</b>	<b>27.8%</b>	<b>\$1,349,407</b>	<b>\$83,394</b>	<b>6.6%</b>	



**Note: Explanation of Change**

- (1) Removal of InnServices recoveries due to changes to MOU.
- (2) The 2025 & 2026 change in wages and benefits reflects salary progressions, employment agreements, economic adjustments, and changes in benefit costs.
- (3) Increase in recruitment services and consulting service cost to reflect historical trends.
- (4) Addition of director recoveries.
- (5) Change request reflects the addition of a People & Talent Partner. Details of the change request can be found in the following pages.





## Service Change Request

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**Service Level Change:** 1 FTE – People & Talent Partner

**Proposed Start Date:** April 1, 2025

**Current Service Level:**

- 1 FTE Manager of People & Talent (non-union)
- 1 FTE Partner, People & Talent – Talent Acquisition (non-union)
- 1 FTE Partner, People & Talent – Total Rewards (non-union)
- 1 FTE Corporate Health & Safety Partner (non-union)
- 1 FTE Associate, People & Talent (non-union)

**Business Case Rationale:**

The People & Talent Partner position is critical as we grow and support an employee-focused culture that differentiates Innisfil and enhances our shared commitment to excellence in service delivery to the community. The People & Talent staff complement has remained unchanged since 2017 when the last position was added to the team. Since that time, the Town has added 70+ new full-time positions and a significant number of contract, seasonal, student, and volunteer firefighter positions (with the same complement within P&T).

In 2017, the FTE People & Talent position was created as a key driver for the overall corporate learning and development program and was also responsible for generalist duties. Over time, that position has evolved into the Manager of People & Talent and now encompasses leading the development and implementation of Town-wide initiatives and programs related to employee/labour relations, talent management, total rewards, and wellness management that support employees and the Town's Strategic Plan.



This People & Talent Partner position will be accountable for a diverse portfolio, continuing to develop and implement our learning and development framework for employees, leading internal efforts to build an educated, inclusive and diverse work environment, and implementing people-focused programs/initiatives. This position will provide extra support to help balance the workload within People & Talent, safeguard employee well-being, and contribute to making the Town a place that attracts top talent and retains a dedicated workforce. Lastly, this position is critical to championing Equity, Diversity and Inclusion (EDI) across the organization and building internal and external relationships with key partners to make meaningful change.

People & Talent is facing increased workload and service demands and is increasingly solely focusing on the day-to-day duties to keep afloat (impacting best practice programs, increased service offerings, productivity and employee well-being). Moreover, in 2021, EDI was added as part of People & Talent's portfolio for internal engagement and action. To date, we have listened, learned, and championed several important activities and initiatives. However, capacity has not afforded the team the dedicated focus to engage on priorities associated with EDI. Continuous momentum through staff resources is needed to dive into long-term initiatives to address equity and inclusion.

Within the last several years, we have worked hard to transform learning and development in the Town of Innisfil. We firmly believe in a strategic approach and offering the right training, to the right people, at the right time. With tight labour markets a reality, hiring for aptitude and training for skills may well be the path forward. A strategic approach to enabling continuous learning within our Learning & Development 2.0 framework and people focussed programs across the board are critical as we grow and evolve as an organization. These will result in increased workforce productivity, innovation, and the ability to change at scale to capitalize on new opportunities quickly. This will support a strong culture that differentiates Innisfil so we can attract critical talent, support and retain employees, and develop and grow our staff.

This new position directly supports the Town's Strategic Plan 'Serve' pillar, primarily through 'Build Organizational Resilience' objectives 2.1, 2.2, 2.3, 2.4 and 3.1.



**Financial Impact on the 2025-2026 Budget**

<b>Operating Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
N/A	-	-
<u>Expenditures</u>		
Wages & Benefits	\$89,139	\$125,344
IT & Licensing Costs	3,800	3,800
Cell Phone Costs	542	720
	93,481	129,864
<b>Net Operating Budget Cost/(Savings)</b>	<b>\$93,481</b>	<b>\$129,864</b>

<b>Capital Budget Impact</b>	<b>2025 Partial-Year Impact</b>	<b>2026 Full-Year Impact</b>
<u>Revenues</u>		
Capital Discretionary Reserve Fund	(\$3,100)	\$0
<b>Total Capital Revenues</b>	<b>(\$3,100)</b>	<b>\$0</b>
<u>Expenditures</u>		
IT Setup	\$3,100	\$0
<b>Total Capital Expenditures</b>	<b>\$3,100</b>	<b>\$0</b>

