

CAPITAL | OPERATING BUDGET

CITY OF MONCTON
2024-2026



MONCTON

MONCTON CITY COUNCIL 2021–2026



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MAYOR



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Councillor
WARD 3



Bryan Butler
Councillor
WARD 3



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WARD 4



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Councillor
WARD 4



Paulette Thériault
Councillor
WARD 1



Shawn Crossman
Councillor
WARD 1



Charles Léger
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WARD 2



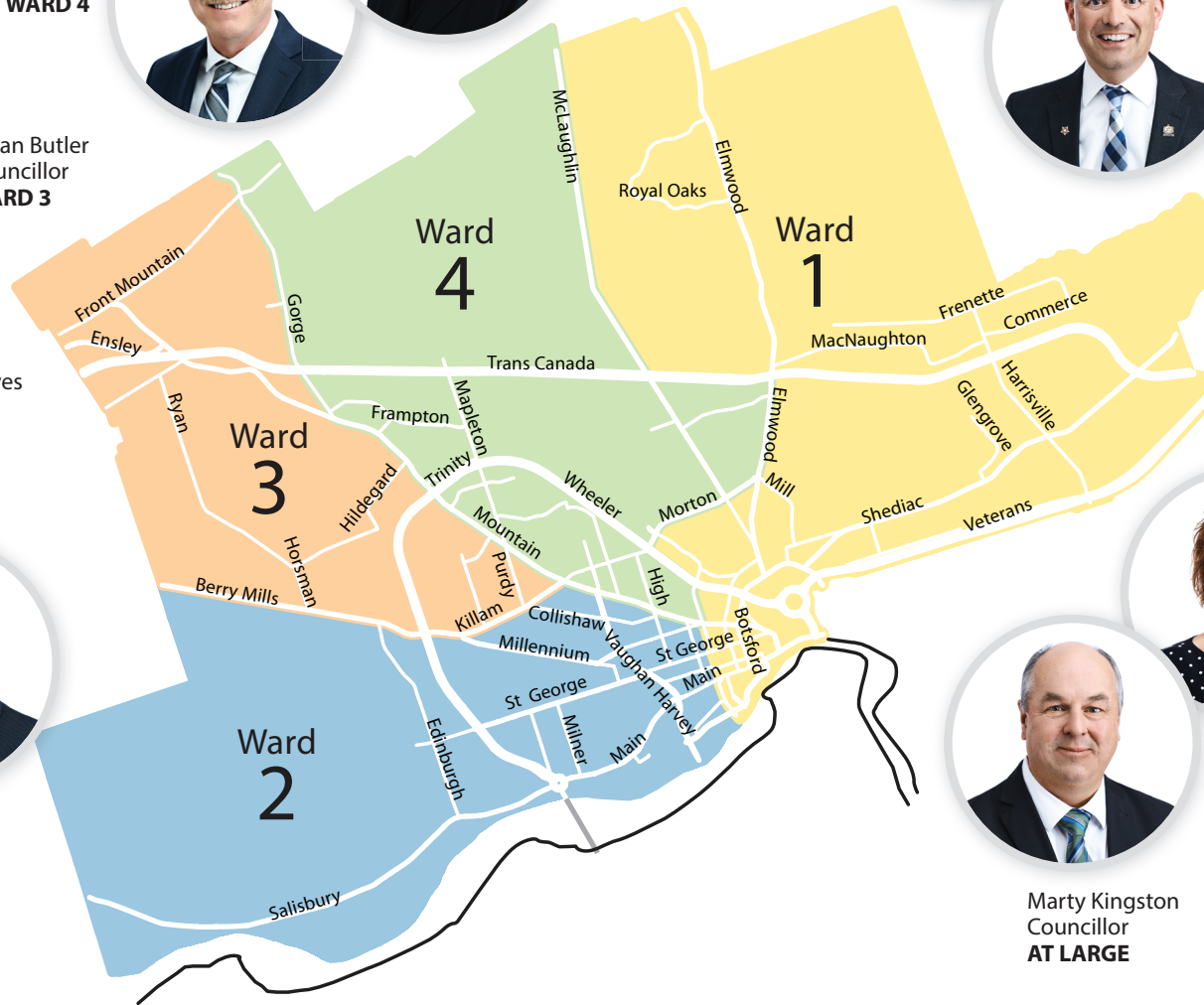
Daniel Bourgeois
Councillor
WARD 2



Monique LeBlanc
Councillor
AT LARGE



Marty Kingston
Councillor
AT LARGE



A Glance into Moncton History

The City of Moncton is in southeastern New Brunswick, at the centre of the Maritime provinces. The City grew from an early Acadian settlement on the bend of the Petitcodiac River. The river was a major transportation route for the Mi'kmaq People, who set up campsites along its shores to hunt and fish as part of their seasonal migration. After the Deportation of the Acadians in 1755, the settlement lay empty until 1766, when eight immigrant families arrived from Philadelphia.

Moncton was first incorporated as a town in 1855 and became a city in 1890. It flourished initially as a centre for shipbuilding, then as the headquarters of the Intercolonial Railway's Atlantic region and Canadian National Railway's (CN) Maritime division.

Moncton is one of Canada's fastest-growing cities, with rising commercial, industrial, and residential construction. The local culture blends English and Acadian traditions, while newcomers to the City are adding their unique flair. Bilingualism is a cornerstone of the community — Moncton became Canada's first officially bilingual city in 2002.

The City is frequently listed among Canada's best communities to live in. Residents have access to various activities and facilities, both winter and summer, including parks and trails, sports, and cultural facilities. The City also hosts a wide variety of festivals and events at indoor and outdoor venues throughout the year.

Two hospitals are located within the community, and several specialized and family clinics. An interprovincial bus system, a passenger rail service, and an international airport serve the City. Approximately 25 local schools welcome children from kindergarten to Grade 12, with education available in both French and English. The City also has two university campuses, two community college campuses, and several private post-secondary institutions.

Moncton is governed by a municipal council of a mayor and ten councillors. Elections are typically held every four years. Public safety is provided by the RCMP, as well as by community and by-law officers. The City offers utilities such as water and wastewater and is responsible for waste collection and road maintenance. It also operates a local transit system, Codiac Transpo.

The City's motto, Resurgo, means 'I rise again' and nods to Moncton's resilience in adversity.



at a Glance



In 2023, Moncton was ranked #1 by MoneySense magazine for the second year in a row.

Best Place to buy

Real Estate in Canada

Moncton had a growth rate of more than twice the national average from July 2021-July 2022.

Fastest-growing

city in Canada

Bookings.com named the City of Moncton #10 on its list of most welcoming cities in Canada.

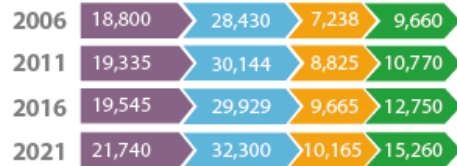
Top 10 Most welcoming cities

Economy
\$344,800

*Source: Canadian Real Estate Association

With an average single-family home price of \$344,800* In August 2023, Moncton remains one of the most affordable housing markets in Canada.

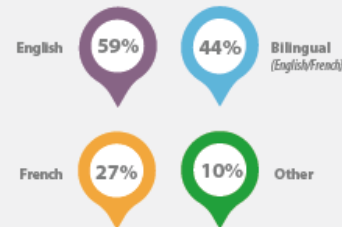
City of Moncton population by age



Source: 2021 Canada Census

0-24 years
25-54 years
55-64 years
65-years and over

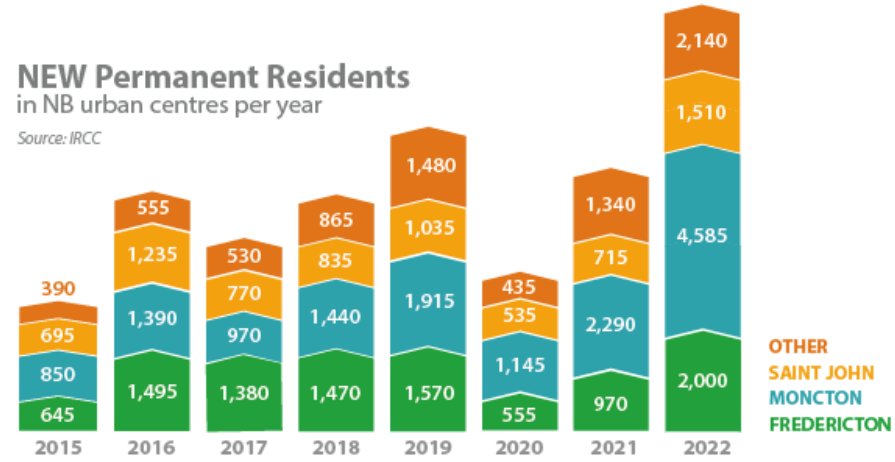
Language distribution*



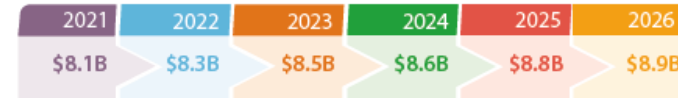
*Source: 2021 Canada Census

NEW Permanent Residents in NB urban centres per year

Source: IRCC



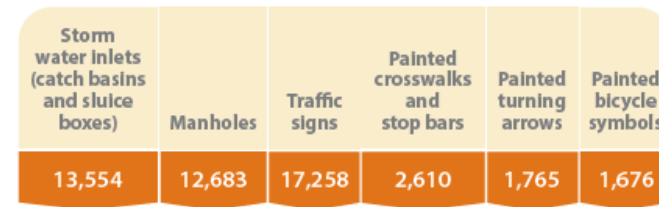
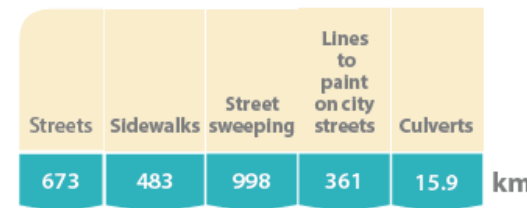
Real GDP* (forecast in billions**)



*Source: Conference Board of Canada

**Adjusted for inflation using 2012 dollar value

Public Works Infrastructure



Recreation



Mission Statement and Values

Mission

Working together to grow our economy and enhance the quality of life for all citizens.

Vision

A city that inspires.

Values

Sustainability

- We make decisions that consider the best interest of our environment, our economy, and our community.
- We respect and preserve our built heritage and natural environment.

Inclusivity

- We believe diversity in all its forms is an asset for our community.
- We are committed to being a welcoming and inclusive city that is reflective of our regional mosaic.

Innovation

- We strive to think and do things differently.
- We embrace new technologies and foster a culture of continuous learning.
- We welcome change through performance excellence based on real data and measurable results.

Accountability

- We consider the long-term consequences of decisions and think broadly about issues.
- We act with uncompromising honesty and steadfast integrity in everything we do.

Excellence

- We care about what we do and put our best effort into providing valuable, consistent, and quality services.
- We foster positive and supportive relationships with our residents to build a better community.

Bilingualism

- We are Canada's first officially bilingual city and provide bilingual services to our residents.
- We uphold and promote the value of both official languages to build connections within the community and across the world.



Pillars

Moncton City Council has adopted five pillars within its Strategic Plan. The pillars are at the centre of everything the City does. They are the focus of our efforts and the foundation of our organization's multi-year work plans.

Each pillar has associated action items which align the organization to the Council's vision of being "A City that Inspires".

Environment - To be a green community.

We are proactive in our stewardship of the environment. We value our natural assets and support sustainable growth. We are committed to minimizing our impact on climate change.

Social - To be a healthy community.

We are committed to keeping our residents and community safe and addressing social issues. We provide active living opportunities for all residents, which contributes to the vitality and social cohesion of our city.

Culture - To be a vibrant community.

We support and celebrate the arts, recognize our neighbourhoods' characteristics, protect our built heritage, and uphold our residents' rich, diverse cultures.

Economic - To be a prosperous community.

We are a dynamic and prosperous community with a vibrant downtown, a fully diversified economy, and a solid immigration strategy. We are a location of choice for development and sustainable investment.

Governance - To be an engaged community.

We are committed to fair, equitable, and transparent decision-making. We maintain collaborative relationships with other communities and levels of government.



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**City of Moncton
New Brunswick**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director



**The Government Finance Officers Association
of the United States and Canada**

presents this

CERTIFICATE OF RECOGNITION FOR BUDGET PREPARATION

to

**Finance Department
City of Moncton, New Brunswick**



The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards

Executive Director

Christopher P. Morill

Date: **May 16, 2023**

Budget Overview

We are pleased to present the 2024-2026 Multi-Year Operating and Capital Budgets for the City of Moncton. These budgets encompass both the General and Utility Fund Budgets.

Aligned with the City of Moncton Strategic Plan, the following pages furnish detailed information regarding the City's Operating and Capital Budgets and comprehensive budget overviews. This budget document integrates insights into our community, financial policies, service area plans, and other materials that support the budgeting process.

Budget Philosophy

The City of Moncton places high importance on the budgeting process and the responsible management of public funds. Our rigorous budgeting process is steadfast in its commitment to implementing the Strategic Plan objectives, maintaining existing service levels, cost control, and adopting best practices to exhibit excellence in financial management. The 2024-2026 multi-year budget reflects our commitment to these fundamental principles, prudent procedures, and proven organizational strategies.

The guiding principles that underpin the preparation of this budget are briefly outlined as follows:

- Reduce the tax rate by approximately 1.5 cents compared to 2023 to help alleviate property tax increases for our taxpayers.
- Sustain existing service levels.
- Integrate provisions for the operational effects of inflation.
- Implement a proactive plan for infrastructure renewal.
- Persist in identifying and incorporating operational efficiencies.
- Ensure that rates and fees for services remain equitable.
- Emphasize prioritization and strategic decision-making.
- Maintain an unwavering focus on delivering outstanding customer service.

Council Direction

The Municipal Council is pivotal in governing and legislating for the City of Moncton. Their active involvement in the budgeting process encompasses the following key aspects:

- Establishment of strategic statements encompassing visions and values.
- Articulation of Council priorities (as outlined in the Strategic Plan) through the formulation of by-laws, policies, and statements, including financial policies, official plans, master plans, long-term development strategies, and service plans and declarations.
- The Council is also responsible for scrutinizing and granting approval for the Operating and Capital Budgets.



Organization of Budget Document

This budget document begins with a Budget Overview section that offers a comprehensive overview of the proposed 2024-2026 Operating and 5-year Capital Budgets. Within the Financial Summaries, you will find a detailed breakdown that encompasses the proposed New / Amended Service Initiatives, known as Level 2 (new operating) and Level 3 (one-time initiative) budget proposals. These budget proposals are thoroughly examined during the budget deliberation process.

The proposed 2024-2026 Operating Budgets are presented in a condensed format, categorized by Service Areas, consolidating all financial activities and revenues according to the specific services provided.

Further in the document, you will find comprehensive budgets for individual Service Areas. Each Service Area Section is structured as follows:

- Service Area Organizational Chart.
- Service Area Description, Goals and Objectives.
- Position Summary.
- Description of the Strategic Plan and Priorities.
- Description of Program Goals (if applicable).
- 2024-2026 Budget.
- Level 2 and Level 3 Requests.
- Departmental Summary Budget.
- Any additional supplementary information (if applicable).



Economic Outlook & Related Factors

In the context of the comprehensive budget preparation for the City of Moncton, it is imperative to consider the state of the National, Provincial, and local economies and how they specifically influence the City of Moncton. We have diligently examined key reports from governmental and private sources, encapsulating commentary, and forecasts for the upcoming years.

Canada

- Canada's economy exhibited strength in the latter part of 2022, growing by 3.44%. However, it is anticipated to decline to 1.4% by the end of 2023, partly due to the adverse effects of wildfires on various industries and the impact of interest rate changes across all sectors. Growth is projected to be 0.50% in 2024, expected to rise to 1.00% in 2025.
- Unemployment in Canada has seen a significant decrease, falling from 11.7% in May 2020 to 5.5% in September 2023. This reduction has occurred despite a population growth of 2.7% in 2022, estimated at 2.9% in 2023. This growth has led to an influx of workers into the job market. Canada would need to add 50,000 jobs per month to keep pace with this expanding population. In June 2023, Canada reached a population milestone of 40 million.
- Housing starts across the country numbered 261,849 in 2022 and are projected to be 211,917 for 2023. However, they are expected to increase in 2024 to 223,783. While there may be a reduction in activity towards the end of 2023 and into 2024, government decisions to remove GST/HST on purpose-built rental construction could stimulate activity. House prices have gradually declined from elevated levels in 2023, though supply constraints have prevented steeper declines. Rising demand is expected to push prices up into 2024, albeit the record cost of debt might temper this increase.
- The Consumer Price Index (CPI) fell from 8.1% in June 2022 to 3.80% in September 2023 due to interest rate hikes by the Bank of Canada. Nevertheless, inflation remains

above the 2% target, driven by higher debt, food, and fuel costs. Inflationary pressures are expected to persist into 2024, reaching 2.3% before returning to 2% in 2025. The Bank of Canada's base rate currently stands at 5%, with expectations for continued high rates through 2023 and into 2024, driven by rising wages, food prices, and fuel costs.

New Brunswick

- New Brunswick's Gross Domestic Product (GDP) grew by 1.8% in 2022 and is projected to grow by 1.4% in 2023, falling to 0.9% in 2024. Despite this modest growth extending into 2024, a prolonged recession is unlikely despite higher interest rates and a global economic slowdown.
- International and inter-provincial migration have contributed to New Brunswick's population growth, estimated at 834,691 by mid-2023, a growth rate of 3.1% compared to the previous year. This increase has positively impacted retail sales, restaurant receipts, and construction activity. Continued migration is expected into 2024, driven by the relatively low cost of housing and attractive quality of life on the east coast of Canada.
- Employment in New Brunswick has seen substantial growth, with a 3.6% increase in employment by mid-year. However, a sizable portion of this growth comprises part-time jobs. Unemployment in the province grew slightly in August 2023, reaching 7.7%. The forecast suggests an unemployment rate of 6.7% for 2023, increasing to 7.4% in 2024 and 7.6% in 2025.
- New Brunswick households maintain the lowest average debt-to-GDP ratio compared to other provinces, providing consumers with some protection against higher borrowing costs. There is political uncertainty, with speculation of a snap election in

late 2023, which might influence funding programs, projects, and initiatives. However, the New Brunswick government's fiscal position remains healthy, with a surplus of \$882 million for 2022-23 and an estimated surplus of \$200 million for 2023-24.

- The Canada Mortgage Housing Corporation estimates housing starts in 2023 at 2,285, down 18% from 2022 levels. Migration of home buyers from outside New Brunswick has led to a 10.6% growth in the tax assessment base, reflecting a robust real estate market provincewide.

City of Moncton

- Moncton stands as the fastest-growing census metropolitan area in the country, with a 6% increase in 2022 and a projected 3.4% increase in 2023. Under a high-growth projection scenario, Moncton's population is expected to reach approximately 116,200 (a 44% increase from current levels) by 2046.
- Economic growth in Moncton was 3.5% in 2022 but is expected to slow to 1.7% in 2023, representing a drop of 1.8%. Growth in 2024 is projected at 0.6%. All sectors, including construction, manufacturing, public administration, and healthcare, are expected to continue performing well. However, high inflation and interest rates may impact consumer spending in discretionary areas through 2023 and 2024.
- The Moncton unemployment rate for September 2023 stands at 6.0%, down from just under 10% during the pandemic but still higher than the recent low in 2017 of 5.4%. The level of unemployment is lower than the provincial average, thanks to the diversified economic base within the City.
- Residential housing prices increased by approximately 6.7% year-over-year in September 2023, and further price increases are likely in 2024 due to limited supply and high demand. However, high interest rates may temper this growth.
- Assessment growth, encompassing both residential and non-residential, increased by 15.4% in 2023 and is at a rate of 12.2% for 2024. Robust building permit applications

for non-residential projects are expected to contribute to the growth of the assessment base in 2024 and 2025.

To summarize, several key points will impact the City of Moncton budget for 2024-2026:

- CPI has fallen to approximately 3.8% in 2023 due to increases in the Bank of Canada's interest rates. However, rising costs of fuel, housing, and other commodities, driven by production and distribution cost increases and labour shortages, keep inflation above the 2% target. This has had a notable cost impact on the City of Moncton, with some commodities experiencing price increases of over 20% in 2023.
- Growth in the non-residential sector is expected to be moderate and ongoing, with continued growth in the residential sector due to increased housing starts and demand for more affordable housing.
- The assessment base is anticipated to grow in 2024-2025, although the residential market may start to cool down in 2024 due to higher interest rates. Nevertheless, this cooling effect may be minimal due to the high demand for housing.
- The increase in interest rates will also affect the City's fiscal costs for the funding of capital projects. Efforts will continue to prioritize and rationalize capital projects and their associated operating costs to provide the highest benefit for citizens while ensuring fiscal sustainability.

General Fund Operating Budget Comments

The City of Moncton's financial position continues to be strong even considering the challenges we face with the rise in interest rates & inflation. The City continues to follow sound financial practices, focusing on strategic investments and always striving to find operational efficiencies while maintaining existing service levels.

For 2024, the City, for the third year in a row, has experienced significant growth in assessment of 12.2% which was generated by an increase of 14.51% for residential, 4.60% in non-residential and 2.40% in heavy industrial. The major factor leading to the residential

assessment increase continues to be a strong housing market where property values remain high in combination with the fact that approximately 17,000 properties in our City are under the Province's Cap Protection Mechanism which guarantees that the assessment of those properties increases by 10% over last year. The non-residential increase is mainly due to new construction and the increase in assessment of properties that are now returning to pre-COVID-19 values. Inflation also impacted the value of assessed non-residential properties.

For 2024, the City continues to be impacted by the changes stemming from the 2022 Provincial Local Governance Reform:

- The City has expanded its boundaries and absorbed a portion of the local service district of Moncton. The City is limited to increase their property tax rate by \$0.05 per year per \$100 of assessment.
- As part of the Local Governance Reform, the Province has decided to eliminate the core funding component of the Community Funding and Equalization Grant which amounted to \$3.2 million in 2022 for the City. This means that the City will lose approximately \$640,000 in revenue per year for the next 5 years until there are no funds remaining. The Province's intention was to reallocate those funds to the Regional Service Commissions which should have reduced the amount that the City pays to the commission but that is not the case for 2024 where the City's contribution is increasing by \$252,709. The City is currently working with the 8 Cities Association to address this issue.
- The Province now allows municipalities to set the non-residential property tax rate.
- Traditionally, municipalities had to set their non-residential tax rates at 1.5 times the residential tax rates. The Province now allows municipalities to set the non-residential tax rate ranging from 1.4 to 1.7 times the residential rate which provides municipalities more flexibility. The City's current multiplier rate is 1.6360, which is the same as 2023.
- Finally, as of January 1, 2023, the Province reduced their property tax rates:
 - Reduce provincial property tax rate for non-owner-occupied residential properties by 50% from \$1.1233 to \$0.5617.
 - Reduce the provincial property tax rate for "other" residential properties by 15%, from \$1.2173 to \$1.0345.

- Reduce provincial property tax rate for non-residential properties by 15% from \$2.1860 to \$1.8560.

The fact that the City has some flexibility when setting the non-residential tax rate and since the province has lowered its portion of the non-residential tax rate, the City is now able to provide more tax relief to residential owners while not increasing the overall property tax burden for commercial properties. This was recommended by the Province and the City has decided to use that tool to provide more relief to the homeowners of this City.

Based on this significant increase in assessment values, the taxpayers are concerned about the major assessment increases for 2024 and some fear not being able to pay their property tax bills when considering how inflation has impacted their personal finances. The City is proposing to adjust its property tax rate to mitigate major increases in property tax bills for its residents and businesses. For the 2024 Budget Year, the City is proposing to balance its budget with a normalized 10% property tax revenue increase in comparison to 2023. As overall assessment increases are higher than the 10% normalized increase required to address inflationary and corporate pressures, the City, for the third year in a row is reducing its property tax rate from \$1.4443 per \$100 of assessment to \$1.4287 per \$100 of assessment. The City is also proposing to leave the multiplier for the non-residential property tax rate at the same as 2023 set at 1.6360 times the residential tax rate meaning a non-residential tax rate of \$2.3374 per \$100 of assessment.

The strategy for the City, to reduce the tax rate rather than taking full advantage of the assessment increase, will lead to the following:

- Will mitigate some of the major property tax increases for residents' properties while the value of their property rises.
- Will make Moncton more competitive on the National landscape in terms of property tax rates, which will be a benefit in attracting new businesses and residents.
- Will reduce the tax burden on rental properties, which will alleviate the need to increase rental rates.
- Will reduce the overall property tax burden on businesses by keeping the multiplier frozen for 2024 at 1.6360 while they benefit from provincial reductions. This will improve their financial health and generate further investments in this City.

By limiting the property tax revenue that the City will have at its disposal by proposing a property tax rate reduction, the need for the City to make strategic investments that generate economic growth is extremely important. Continuing to follow sound fiscal practices is key in continuing to offer the services that our community expects at the lowest possible cost for our taxpayers. There are continuous pressures in some operational areas to increase or offer new service levels and the City continues to prioritize these requests based on the budget funds available.

Financial Position of the Province

New Brunswick recently announced its largest surplus in the history of the province totaling more than \$880 million for the 2022-2023 fiscal year. The provincial government is focused on addressing public health challenges, consumer affordability, reduction of debt and supporting a strong and resilient recovery for the future, while also maintaining fiscal responsibility.

Considering current and future challenges for the province in areas such as healthcare, education, local governance reform, housing, and the pressure for the province to control spending, municipalities must be cautious moving forward to ensure that they receive proper funding from the province if any new services are downloaded to local governments. For example, the City has contributed a significant amount of funds addressing the social issues the City faces without receiving the proper funding to administer that responsibility which means that the financial burden to offer that provincial service relies solely on the City of Moncton. We continue to advocate to the province to address this area of concern.

Future Assessment Growth

Projecting future assessment growth is difficult as many factors can impact the results. The City has experienced major assessment increases over the last three years but at this time it is uncertain for how long the City will experience such growth but there are signs that assessment increases may soften in future years. Here are some key considerations when trying to make those predictions:

- Residential properties that are owner-occupied have a cap protection mechanism, where the assessment for tax purposes can only increase by a maximum of 10% from one year to the next. For properties that have increased by more than 10% but have been capped, the City will benefit from these properties in the future as they are

currently artificially low due to the protection mechanism (10% excludes properties that have undergone major improvement). This program currently includes about 17,000 residential properties.

- Non-residential assessment growth of 4.60% for 2024 is lower than in 2023 where it was 8.68%. The City must be cautious about the impacts that high inflation, interest rates and the cost of goods will have on commercial development in the future.

In the long-term, the City recognizes that it is difficult to project assessment trends and it is key for the City to be fiscally responsible and always have a vision for the long-term. The City, in its long-term financial planning, will prepare for many scenarios as it has done in the past.

Capital Requirements, Sustainability and Fiscal Management

It is important to remember that the City is financially stable; we have a stable and diversified tax base, a diversified economy, and a reasonable debt profile. We need to protect this stability through fiscally responsible budgets. It is important in our budgets to allow for flexibility and resiliency to be able to react to unforeseen opportunities or challenges. Prioritization of future projects is important to ensure sustainability while continuing to grow the city. We need to ensure the long-term financial sustainability of the City by planning for the maintenance of our existing infrastructure which is why we continue recommending that a minimum of 75% of our capital spend on an annual basis goes towards our existing assets. Today's decisions have a tremendous impact on the City's future success.

From a financial perspective, we are constantly striving to strengthen the organization through our capital debt management and reserve strategies and policies. Our debt ratio remains well below the recommended maximum and based on our long-term projections we do not forecast going anywhere near that threshold. Based on our long-term financial planning exercise, we have used the following approaches in completing the 2024 budgets to ensure proper debt management in the future:

- Prepare a fiscally responsible and affordable budget limiting the amount of money that we can borrow per year.
- Consider the City of Moncton Strategic Plan and address these priorities.
- Consider future years' projected budget challenges in determination of current year's budget decisions.

The City, through its long-term financial modelling exercise and preparation of multi-year budgets, is focused on making the right long-term financial decisions for the City rather than looking at just one year at a time and managing to balance that year but forgetting about impacts of future years.

Revenues

- The assessment growth for 2024 is 12.2% which is representative of the significant increase in residential property values in the City of Moncton over the last year.
- Own Source revenue projections have increased by approximately \$6.5 million for 2024 in comparison to our 2023 budget due to interest income revenue of \$2.6 million along with a \$2.4 million increase to the Tourism Levy, both are offset by corresponding expenses.

Expenses

- Wages continue to grow in accordance with labour contracts in place.
- Cost and requirements of police and fire services budgets continue to grow due to wage pressures as well as concerns within the City regarding social inclusion and homelessness.
- Council continues to support third party non-profit organizations that provide benefit to the City and its citizens, and the growth of these grants puts pressure on other areas of the budget.
- The City of Moncton infrastructure (consistent with other cities) continues to age and thus requires significant investment that has been identified in work to date on asset management. In addition, the City faces pressures in terms of inflation increases and various growth pressures for new facilities and services. To this point, we have set a minimum recapitalization target of 75% of gross capital costs and capped our capital borrowing for the next 5 years.
- Operating costs from capital projects continue to impact the City. Some areas that are impacting operating costs into 2024 include new parks, trails, and information system investments.

Overall Results

The assessment base growth for 2024 has enabled the development of a strategic balanced budget while reducing the tax rate from \$1.4443 in 2023 to \$1.4287 in 2024.

It is important to understand the comprisal of the City of Moncton expenditures:

- 40.8% are of a fixed nature. This covers such items as our debt charges and the policing contract.
- 54.0% of the City costs are of a semi-fixed nature. This would include such expenditures as salaries and wages, equipment contracts, capital from operating and long-term grants given to community groups.
- 5.2% are variable costs and include such things as community grants, promotional activities, and overtime payments.

There are numerous significant changes (level 1) in the operating budget that should be highlighted:

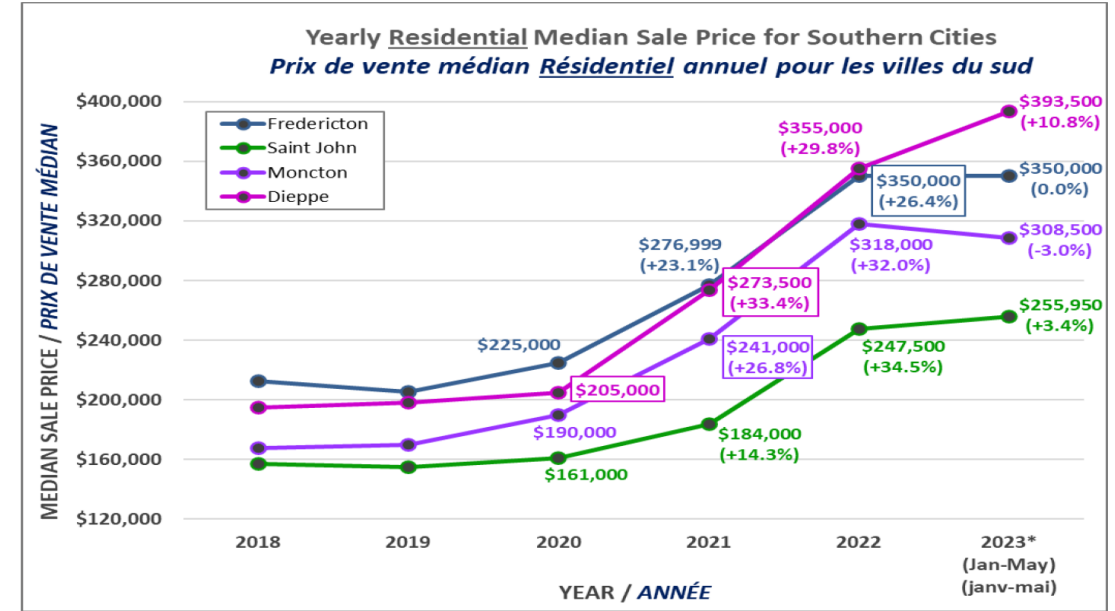
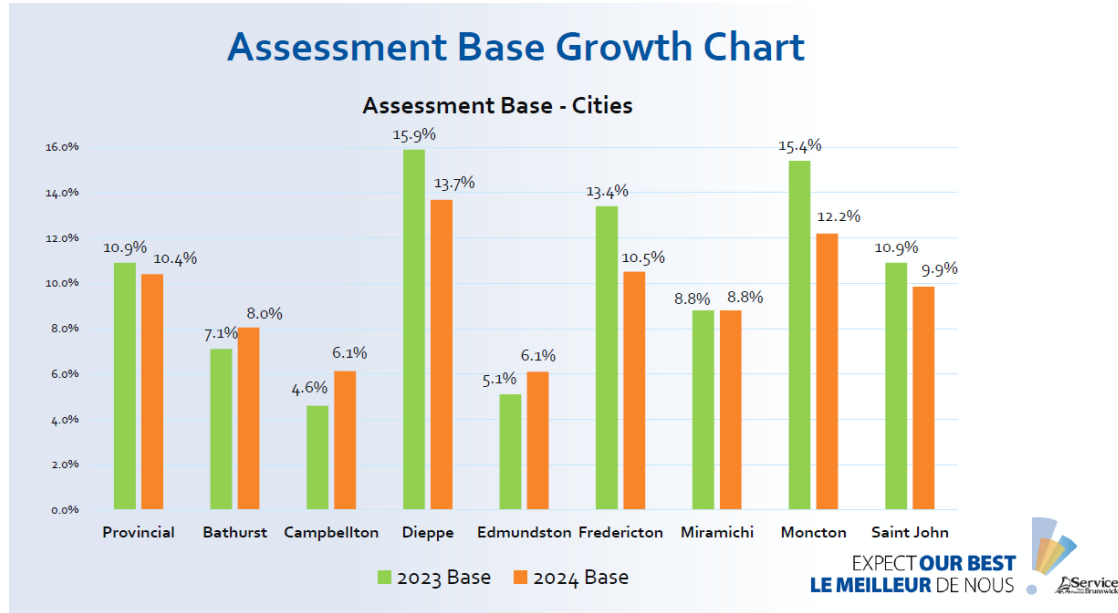
Revenue Changes:

- A reduction of \$646,000 in Equalization funding from the Province.
- A \$180,000 reduction in Parking Revenue.
- An increase of \$824,000 in Bus Fare Revenue.

Expenditure Changes:

- Grants to other organizations are up by approximately \$250,000 more than last year.
- The CRPA contract (net of previous year's surplus application) has increased by approximately \$271,000 from 2023.
- Fiscal costs increased by \$1 million from 2023.
- Wages & Benefits increased by \$3.7 million.
- Water costs for Fire Protection have increased by \$476,000 based on the expected shared percentage of water cost for the fire protection services.

Provincial Housing Data



Social Considerations

Over the course of the past several years, our City has undergone significant growth and transformation into a bustling urban center. Alongside this progress, we have encountered various social challenges that are not unique to our locale but are shared with cities across the nation. These issues encompass public safety, homelessness, crime, and other related concerns.

Despite these challenges, the City has demonstrated a steadfast commitment to addressing these pressing social issues, even though such matters are not typically within the jurisdiction of a municipality. Here is a comprehensive overview of the major investments and initiatives that the City has undertaken in recent years to tackle these crucial matters:

- **Creation of a Social Inclusion Officer:** In 2018, the City took a significant step by appointing a dedicated Social Inclusion officer and has assigned \$200,000 per year for complex needs funding.
- **Increased Grant Spending:** The City has substantially increased its financial support for organizations dedicated to social inclusion. Grant spending in this regard surged from \$165,000 in 2014 to an impressive \$1,295,540 in 2024 (excluding the Rising Tide funding).
- **Support for Rising Tide:** The City has provided \$6 million in funding to the Rising Tide initiative. This financial support has been disbursed in three installments of \$2 million per year, commencing in 2021 and ending in 2023.
- **Social Impact Audit:** Both the City and the Province have jointly funded a Social Impact Audit. This audit critically examines the diverse funding sources contributing to the local social safety net. It acts as a cornerstone for understanding the necessary changes to create a transparent and coordinated system. This system aims to reallocate existing funding to areas where it can have the most significant impact, thereby championing equitable wellbeing.
- **By-Law Department Investment:** Since 2019, the City has increased funding to the By-Law Department by more than \$1.3 million. This boost has seen the total By-Law Enforcement Budget climb from \$1.3 million in 2019 to over \$2.6 million in 2024. This investment has allowed for the deployment of Community Officers to address various social concerns.
- **Installation of Public Washroom:** In 2021, the City took a vital step in enhancing public amenities by installing a Public Washroom at City Hall, at a cost of \$210,000.
- **Enhancement of RCMP Presence:** CRPA (Codiac Regional Police Authority) has steadily increased the number of RCMP members, growing from 139 in 2017 to 181 members in 2024 which includes the addition of 4 new officers for 2024. It's noteworthy that these figures encompass members who may be absent due to various reasons, affecting the total operational members, estimated to be 156 for 2024.

- **Dedication of Resources:** The City has devoted substantial time and effort to these critical social issues, utilizing existing resources efficiently and effectively.
- **Increased Budget for Vandalism and Theft:** In 2023 an additional \$100,000 was allocated to combat vandalism and theft, bolstering security and public safety efforts.
- **Social Inclusion Plan Update:** in 2023, an amount of \$100,000 was set aside to update the City's Social Inclusion Plan. This reflects the City's commitment to continuously improve and adapt to evolving social dynamics.
- **Downtown Camera Project:** In 2023, the City installed cameras in the Downtown for a cost of \$90,000 to help deter crime and vandalism.
- **Downtown Clean-Up** The City invested in a six-month Downtown Clean-Up pilot program run by DMCI (Downtown Moncton Centre-Ville Inc.) for a cost of \$180,000. The City is requesting a Level 2 of \$300,000 for 2024 so this program can continue year-round.

In summary, the City places a high priority on addressing social concerns and has made substantial investments and efforts in this regard over the past few years. The key moving forward is the effective coordination of these investments, and if done judiciously, the City can expect to witness positive improvements on these critical matters.

Public Engagement in Budget Process

Public engagement in the budget process is a vital aspect of city governance. The City regularly engages with the public on various budget-related matters, including capital projects, downtown development, and community grant applications. Budget deliberations are open to the public, allowing for public input and transparency in decision-making. The City is committed to making informed and responsible budget choices to shape its future success.

Utility Fund Operating Budget Comments

The Utility Fund (comprising Water and Wastewater) has established key objectives to guide its operations and budgeting process:

- **Annual Balancing:** The fund seeks to annually balance its operating budget, with a focus on long-term planning, fiscal stability, and sustainability in delivering services.
- **Competitive Rates:** The fund aims to make decisions that result in competitive and stable water and wastewater rates for its customers.
- **Investment in Infrastructure:** It continues to invest significantly in capital infrastructure, emphasizing the importance of capital investments for operational efficiency.
- **Rate Stability:** The fund employs the rate stabilization reserve to maintain stability in rate increases over time, avoiding major fluctuations for ratepayers.

For the budget timeframe of 2024 to 2026, the Utility Fund faces specific challenges that require attention, including:

- **Blue-green Algae Research:** Ongoing research into preventing blue-green algae and managing water quality to ensure the availability of safe drinking water for citizens. The exact capital investments required to address this issue remain uncertain.
- **Recapitalization Requirements:** The fund continues to address recapitalization needs and assess their impact on debt service costs, considering the capital-intensive nature of the Utility Fund.
- **Major Capital Project Prioritization:** Prioritization of future major capital projects is a key aspect of the fund's planning.

With these objectives and challenges in mind, the Utility Fund Operating Budget is based on the following results and assumptions:

Revenues

- The 2024 budget anticipates a total consumption of approximately 7,860,000 cubic meters, indicating an increase over the 2023 budget.
- An increase in revenue from other municipalities is determined by a rate change, which is formula-driven based on the financial results of the prior year (2022).
- Calculated based on an average household usage of 272 cubic meters per year, the resulting charge for the average household will be \$905, in addition to a \$210 TransAqua charge, summing up to \$1,115. This represents an increase in rates compared to the 2023 rates of 2.67%.

Expenses

- Level 1 (Base Budget) expenses for Water and Wastewater have increased by 8.4%, encompassing fiscal considerations and reserves.
- The fund uses the Utility Capital Reserve as an interest rate mitigation method for rate protection against significant capital expenditures as outlined in the 5-year Capital Budget to maintain steady user rate increases.
- To protect the ratepayers against continuous increases to the borrowing rate, the 2024 budget uses approximately \$8 million of Capital Reserves to fund 2023 capital projects and converts these fiscal savings into capital from operating. This will gain savings in future years by enabling the City to apply capital from operating directly to the Capital Budgets while reducing future borrowings by approximately \$2.1 million annually.

Interest Mitigation Strategy

Since 2015, the City has been contributing to a Police Facility Capital Reserve account with two intentions:

- To contribute towards the cost of the new police facility to reduce the debt costs upon completion.
- To gradually build up budget room in the operational budget over several years to cover the significant incremental operating costs of the new facility once it becomes operational. This strategy mitigates against the risk of a significant tax increase once the facility is completed.

Dieppe and Riverview are also involved with the new police facility. If the City applies the Capital Rent Reserve directly to a shared cost building, it will present great difficulty in ensuring that all parties pay their fair share of costs.

As such, rather than reducing the debt on the facility, administration is recommending that this Police Facility Capital Rent Reserve be applied to other capital projects to reduce the City's overall debt which will result in similar benefits as applying it to the Police Facility. In applying the reserve accumulated (approx. \$26 million) to 2023 and 2024 capital project spends, instead of borrowing, we will save significant interest costs for the City over the borrowing period.

Over the past 18-months, borrowing rates have increased because of the interest rate policy implemented by the Bank of Canada. Due to the increases in borrowing rates, our strategy will be even more beneficial to the City than originally intended.

In 2020, the City would have paid interest on our debt of less than 2% per annum while in 2023, interest rates on municipal borrowing in New Brunswick exceeded 5.4%. By implementing this interest rate mitigation strategy to avoid the current high interest rates, the following interest savings would be achieved:

Total Fiscal Cost using Debt Financing over 10 year term	\$ 37,036,760
Total Cost using reserves	\$ 26,451,000
Interest Savings over 10 years	\$ 10,585,760

With this mitigation strategy, the interest and principal payments that would have been paid with the borrowings over the next 10 years (\$37 million) are then redirected to Capital from Operating to further mitigate future debt costs by paying by cash versus with debt. An

illustration of the amounts being directed to Capital from Operating over the 2024-2028 capital budget is as follows:

		Reserve Draw	Fiscal Savings by reducing Bonding				
		to Reduce Bonding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
General Fund							
	2023	9,901,000	1,568,676	1,568,676	1,568,676	1,568,676	1,568,676
	2024	16,550,000	-	2,135,000	2,135,000	2,135,000	2,135,000
Total General fund		26,451,000	1,568,676	3,703,676	3,703,676	3,703,676	3,703,676

This increase in Capital from Operating will also result in lower future borrowing/bonding that will compound the benefits of this strategy. The approach also provides more future budget flexibility by using Capital from Operating versus debt.

In addition to this strategy being used in the general fund, a similar approach is being recommended for the Utility Fund for 2023 which will result in the ability to add \$2.1 million to Capital from Operating on an annual basis over several years. This would equate to paying for capital spends in the amount of \$8.4 million through use of the Utility Capital Reserves for the 2023 capital project spends instead of borrowing to save on interest costs for the City of Moncton over the borrowing period.

		Reserve Draw	Fiscal Savings by reducing Bonding				
		to Reduce Bonding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Utility Fund							
	2023	8,480,000	2,127,829	2,127,829	2,127,829	2,127,829	2,127,829

Capital Budget Comments (General & Utility)

The Capital Budget outlines a comprehensive five-year capital plan that undergoes annual updates and refinements. It is built on the following key objectives:

- **Strategic Alignment:** Ensuring alignment with the 2023-2024 Strategic Plan and related action plans in the development of the budgets.
- **Major Project Consideration:** Accounting for significant upcoming capital projects to guarantee their inclusion in the budgets.
- **Debt Management:** Controlling debt and maintaining a reasonable debt profile by considering past large projects and focusing on long-term sustainability for the City of Moncton.
- **Net Debt Target:** Developing the General Fund Capital Plan with a net debt target of an average of \$12 million for 2024 to 2028, supported by capital from operating funds of \$15 million.
- **Other Contributions:** The Capital Plan also considers contributions from the Operating Fund, external funding, recovery programs from third parties, and support from other levels of government, including the Integrated Bilateral Funding from the Federal and Provincial Government.
- **Economic Challenges:** Recognizing the ongoing risk posed by high inflation rates (exceeding 7%) and increased interest rates (above 5%), impacting capital project costs. Efforts are directed at managing the Capital Budget to deliver essential projects at a reasonable cost while mitigating risks.
- **Operating Budget Impacts:** Considering the effects of the Capital Budget on the General and Utility Operating Budgets.
- **Asset Management:** Incorporating asset management principles and recommendations from the Asset Management Plan presented to the Council, emphasizing strategic and sustainable decision-making considering current and future impacts. The City targets a minimum recapitalization of 75% of gross capital spend for the 2024-2028 Capital Budgets and beyond.
- **Guideline Compliance:** Managing unused borrowing authority following provincial guidelines.

- **Prioritization Criteria:** Using prioritization criteria to determine the sequence of future projects while working within the constraints of the Capital Budget funds.

Given the dynamic nature of the City, new priorities and considerations may emerge, leading to adjustments in existing project priorities in terms of timing and scope.

Asset Management Considerations: The City Council approved the Asset Management Policy on June 4, 2018, and the Administration presented the Corporate Asset Management Plan in 2019, outlining the asset management plan for major asset categories owned by the City. This plan identified an infrastructure deficit estimated at over \$231.5 million across various asset categories, including Storm and Sanitary Sewers, Water, Roads, Facilities, Parks, and Transit. To address this deficit, the 5-year capital works plan targets recapitalization at 75% of gross project costs and sets aside reserve funds strategically for future asset replacement and recapitalization.



Summary Capital Plan Budget Information

2024 Spend:

	Gross Spend	Recoveries	Net Spend
General Fund Capital Spend	\$50,221,464	(\$48,798,069)	\$1,423,395
Utility Fund Capital Spend	\$10,803,548	(\$3,699,498)	\$7,104,050
Total Capital	\$61,025,012	(\$52,497,567)	\$8,527,445

2025-2028 Spend:

	Gross Spend	Recoveries	Net Spend
General Fund Capital Spend	\$197,174,025	(\$137,808,521)	\$59,365,504
Utility Fund Capital Spend	\$76,122,585	(\$31,695,055)	\$44,427,530
Overall	\$273,296,610	(\$169,503,576)	\$103,793,034

In 2024, key areas of capital expenditures in the General Fund include:

General Government	\$775,000
Transportation Services	\$41,380,000
Recreation & Cultural Services	\$1,600,000
Economic Development and Venues	\$1,300,000
Protective Services	\$4,272,000
Tourism, Cultural and Events	\$894,000

Several other projects are under consideration and development across various stages in the Capital Plan:

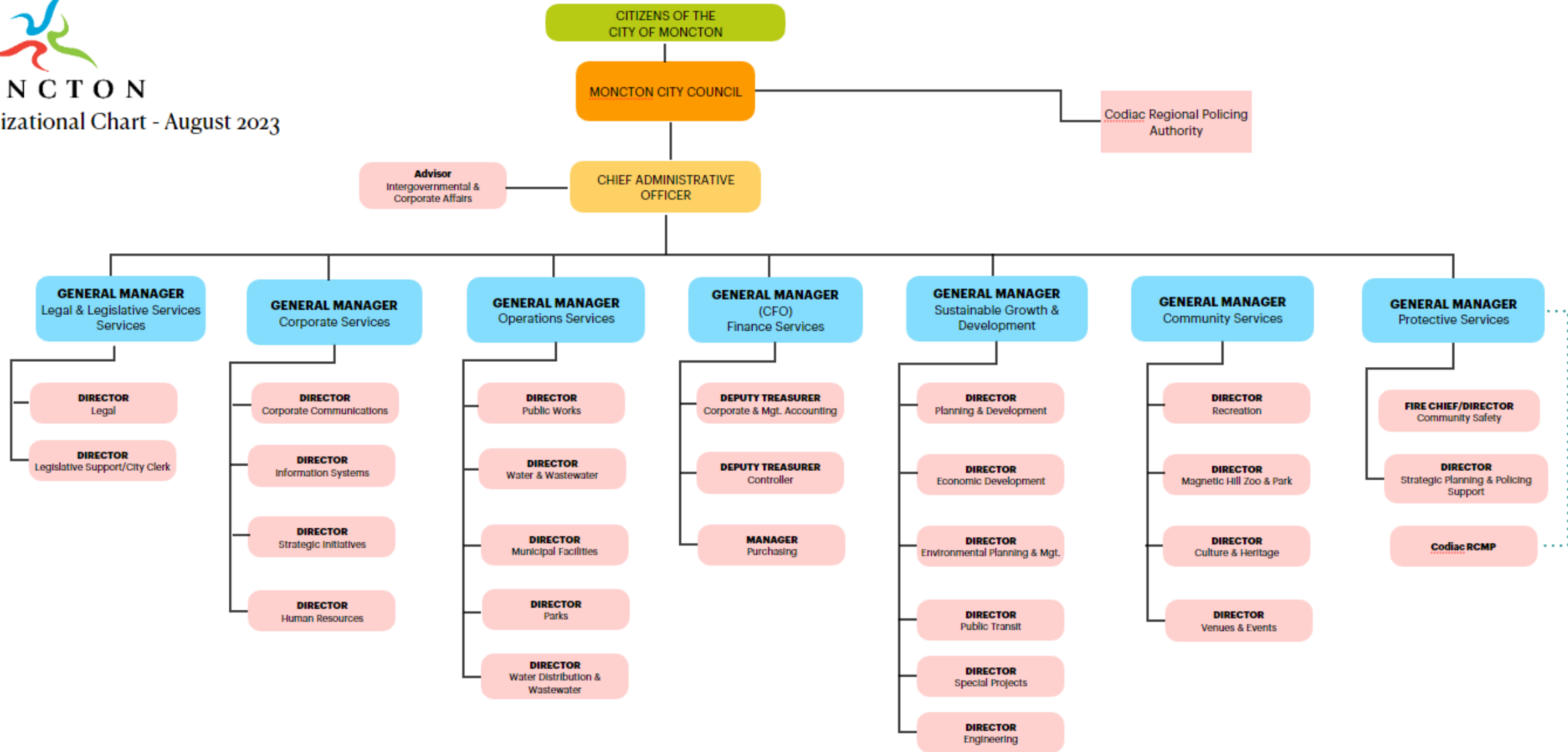
- Investment in downtown core infrastructure.
- Upgrades or replacements for City buildings and facilities.
- Transit infrastructure investments.
- New streets and street upgrades.
- Investments in Downtown Facilities that could include a new Market, Convention Centre or Riverfront amenities.
- Additional Recreation Master Plan and Trail Development projects.
- Enhancements to the Magnetic Hill Zoo.
- Replacement of fire fighting vehicles and equipment.
- Reduction in infrastructure deficit as per by the Asset Management Plan.

In 2024, key areas of capital expenditures in the Utility Fund are:

- Investment in sewer rehabilitation and extensions, in conjunction with other road reconstruction projects: \$5.1 million.
- Investment in water renewals and water system infrastructure: \$5.7 million.
- Investments in the water treatment plant.

Financial & Organization Structure, Policies and Processes

City of Moncton Organizational Chart



Staffing Summary

CITY OF MONCTON STAFFING SUMMARY	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
GOVERNANCE & CORPORATE MANAGEMENT												
TOTAL	5.0	5.0	(1.0)	4.0	-	-	-	-	-	-	-	-
OPERATIONS												
TOTAL	139.0	140.0	4.0	144.0	2,760	1,720	(1,040)	680	36,282	36,282	(1,413)	34,869
WATER & WASTEWATER												
TOTAL	36.0	36.0	1.0	37.0	-	-	-	-	4,880	4,880	-	4,880
CORPORATE SERVICES												
TOTAL	61.0	64.0	1.0	65.0	7,403	3,400	-	3,400	-	-	-	-
FINANCE SERVICES												
TOTAL	54.0	54.0	1.0	55.0	-	-	-	-	-	-	-	-
LEGAL & LEGISLATIVE SERVICES												
TOTAL	12.0	12.0	-	12.0	-	-	-	-	-	-	-	-
COMMUNITY SERVICES												
TOTAL	49.5	49.5	7.0	56.5	19,498	19,498	(7,834)	11,664	38,629	38,629	-	38,629
SUSTAINABLE GROWTH & DEVELOPMENT												
TOTAL	158.0	157.0	5.0	162.0	17,937	17,937	-	17,937	15,040	15,040	-	15,040
PROTECTIVE SERVICES												
TOTAL	211.0	212.0	5.0	217.0	650	650	-	650	-	-	-	-
CITY TOTAL	725.5	729.5	23.0	752.5	48,248	43,205	(8,874)	34,331	94,831	94,831	(1,413)	93,418

Fund Description & Structure

The City of Moncton manages its resources and operations through the organization of various funds. Each fund represents a distinct fiscal and accounting entity established in compliance with legal, financial, and governance requirements under the New Brunswick Local Governance Act. These segregated funds serve to account for daily financial activities, with budgets and actual results recorded on a fund-by-fund basis. External auditors conduct annual audits of all these funds. Simultaneously, the City prepares Consolidated Financial Statements in adherence to the Public Sector Accounting Handbook.

Overview of the key funds employed for budgeting and management reporting:

General Operating Fund

- Encompasses all municipal programs and services that do not fall under any other specific fund.
- Most extensive Fund, financed through municipal property taxes, user fees, and various other revenue sources.
- Accounts for contributions to reserves and reserve funds.
- In accordance with the New Brunswick Local Governance Act, the City of Moncton ensures that the General Operating Fund remains balanced on an annual basis.

Utility Operating Fund

- Deals with both expenditures and revenues associated with the provision of water and wastewater services.
- Within this fund, there is a distinction between revenues and expenditures for water and wastewater services provided by the City of Moncton and wastewater services supplied by TransAqua (the Greater Moncton Wastewater Commission).
- Reserves linked to Utility Operations are represented as provisions from the Utility Operating Fund.
- In accordance with the New Brunswick Local Governance Act, the City of Moncton ensures that the water and wastewater Utility Operating Fund remains balanced on an annual basis.

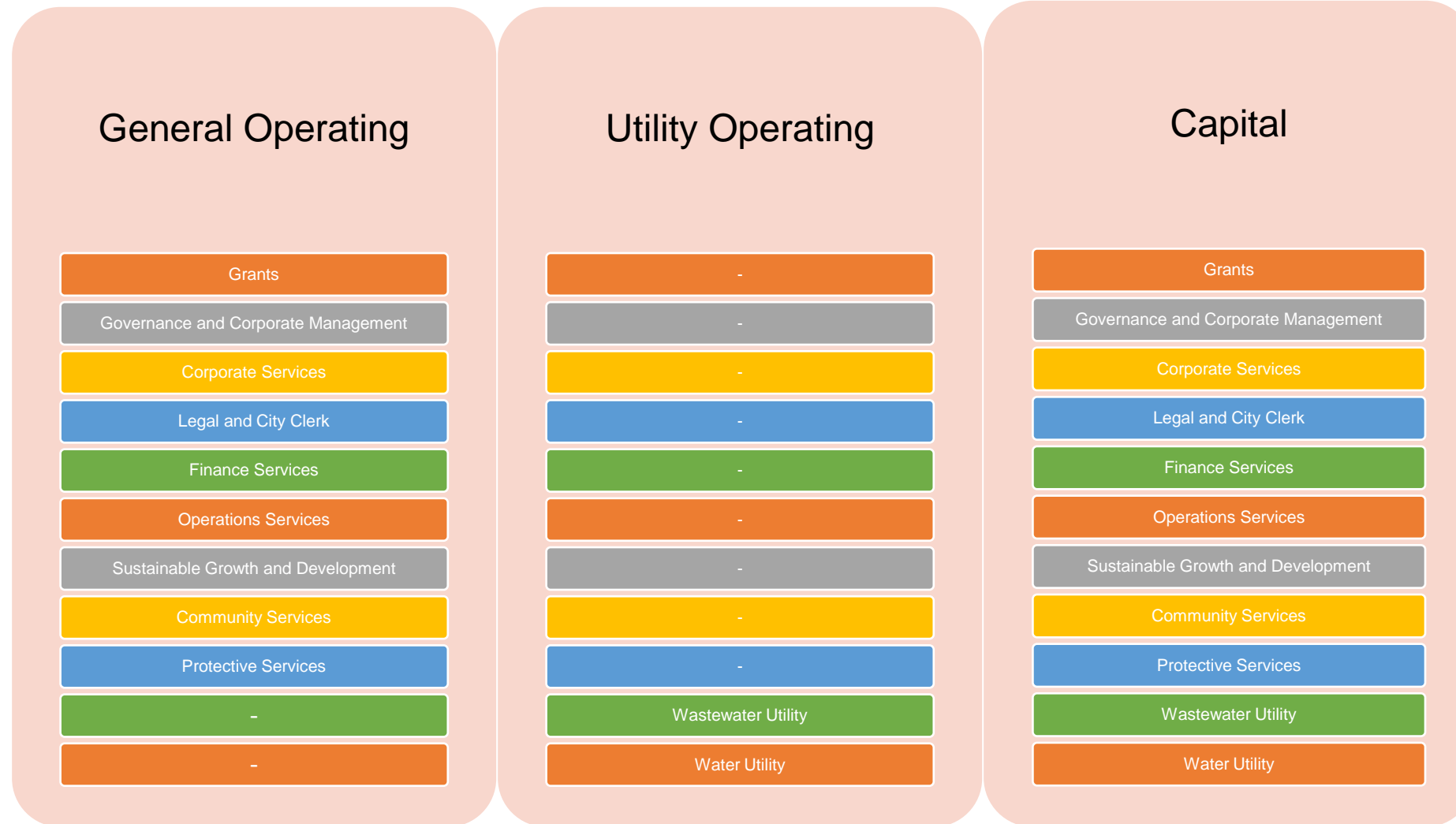
Capital Fund

- Covers all expenses and financing sources required for the acquisition or contracting of City infrastructure. This includes roads, storm sewer systems, water and utility infrastructure, land, buildings, vehicles, computer information networks, recreation facilities, park improvements, buses, and other fleet vehicles.
- This Fund is divided into two components: one for the general operating fund and the other dedicated to addressing the City's water and wastewater infrastructure needs.

Reserve Fund

- Represent an allocation from net revenue that is determined at the discretion of the City Council.
- Interest earned on this Fund is allocated to each reserve based on monthly balances.
- Deposits into and withdrawals from Reserve Funds require approval through Council resolutions.

Budget Fund Appropriation by Service Areas



Financial Policies, Principles & Basis of Reporting

Accounting

The accounting policies of the City of Moncton adhere to Canadian Generally Accepted Accounting Principles (GAAP) designed for local governments. The preparation of Consolidated Financial Statements follows the guidelines outlined in the Public Sector Accounting Standards (PSAS) within the Canada Public Sector Accounting Handbook. Both operating and capital expenditures are recognized on an accrual basis in the period in which they are incurred.

In the Province of New Brunswick, municipal accounting operates on fund accounting concepts, treating operations as separate entities within the broader accounting and reporting system. The City utilizes various funds to manage its revenues and expenses, namely:

- **Operating Funds:** These Funds are dedicated to the General and Utility Operations of the City and are used to record the costs associated with providing municipal services.
- **Capital Funds:** Capital Funds are designated for General and Utility Capital expenditures. They meticulously track the acquisition costs of various capital assets and the financing methods, including related debts.
- **Reserve Funds:** The Council establishes Reserve Funds for specific purposes, and in accordance with the Community Planning Act, a statutory Land Reserve is maintained for the acquisition and development of land held for public purposes.

Basis of Budgeting

The City's budget is prepared as a mandatory requirement of the New Brunswick Local Governance Act and is approved by the City Council. It is a comprehensive guide for financial and operational decisions throughout the upcoming fiscal year, aligning with the priorities outlined in the City's Strategic Plan. This plan emphasizes principles that aim to harmonize

economic prosperity, quality of life, and environmental responsibility to enhance every facet of the City.

Each fiscal year, the City is obligated to prepare a balanced operating budget, ensuring that total operating revenue equals total operating expenditure.

Variance from Audited Statement Results: It is important to note that while budgeting is rooted in the New Brunswick Local Governance Act, accounting preparation follows the Public Sector Accounting Standards (PSAS). Consequently, certain accounting aspects, such as future pension obligations, and other post-retirement liabilities, are not included in the budget.

The two key variations in treatment are:

- **Fiscal Costs:** For budgeting purposes, both principal and interest costs are included as operating expenditures. This differs from the accounting treatment for audited statements, where interest is considered an operating expenditure, and principal payments are reflected as reductions against existing debt on the balance sheet.
- **Depreciation Expense:** Budgeting does not factor in depreciation and amortization as expenditures within the budgeting process. In audited statements, depreciation of fixed assets is considered within overall expenditures and contributes to the results presented in the audited statements.

Financial Policies - Capital Policies

The City adheres to four prescribed capital policies that provide a structured framework to address the challenges associated with municipal infrastructure construction, management, and the balance between the need for new infrastructure or the upgrade and maintenance of existing assets. The budget is prepared to align with these four policies:

- **Capital Investment Policy:** Establishes a framework for prioritizing projects in the City's five-year Capital Plan, primarily focusing on the implementation of a prioritized multi-year program (Long-term Financial Plan). All acquisitions with a lifespan exceeding one year and a minimum value of \$10,000 are categorized as capital expenditure.

- **Capital Maintenance Policy:** Designed to ensure the maintenance of capital assets throughout their life cycle. This policy alleviates the financial burden of future betterments and replacement costs by establishing a replacement reserve on an asset-by-asset basis, as a percentage of the asset's value based on engineering life cycle analysis. The Life Cycle Reserve is to be established when the asset is constructed or acquired.
- **Tangible Capital Assets Policy:** Aimed at properly valuing and recording existing tangible capital assets and future acquisitions, ensuring adherence to specific criteria, including useful lives, betterment, disposal, write-downs, and other relevant valuation and amortization guidelines.
- **Asset Management Policy:** Developed to maintain a concise inventory of the City's assets and outlines plans for timely maintenance, refurbishment, as well as the addition, restoration, extension, replacement, or disposal of assets.

Financial Policies - Debt Policy

The City must adhere to the New Brunswick Local Governance Act and the Municipal Capital Borrowing Act. The borrowing requirements are approved by City Council through resolution, in conjunction with the approval of the Capital Budget, and are submitted to the Municipal Capital Borrowing Authority board for approval of the borrowing/bonding program. The City's borrowings are subject to specific guidelines outlined by the Municipal Capital Borrowing Board, including the requirement that total General Fund debt outstanding should not exceed 6% of the municipal assessment base each year. Additionally, the Utility Fund debt is evaluated in relation to its long-term debt repayment impact on associated user fees. A General Fund annual debt ratio of less than 20% is recommended.

Reserve Policy

The City must comply with the New Brunswick Local Governance Act regarding the establishment and utilization of reserves. Under the Act, reserves can be established for both operating and capital reserves, as well as a land reserve for the purchase and sale of lands held for public purposes. The policy defines the reserves that are established, the mechanism of annual funding and usage, and suggested maximum funding levels to ensure stability and sustainability for the City of Moncton. While the Local Governance Act requires that the Operating Reserve balance not exceed 5% of the previous year's operating budget, there is no such limitation on Capital Reserves.



2024 – 2026 Budget – Level 1, 2 & 3 Definitions

Category Level	Description
Level 1	Budgeted items based on the normal level of activity, reflecting the service provided in the previous year according to the "Goal and Objectives" sheets.
Level 2	Budgeted items requiring a sustained increase or decrease in the level of service, extending for the long-term. This may encompass changes in staffing, maintenance costs for additions or removals to City infrastructure, and other factors. Details can be found on the "Level 2 & 3" page.
Level 3	Budgeted items necessary for one-time events or specific needs associated with the activity that has a defined duration, normally over a year or two. These may include one-time acquisitions, repairs, special events, or non-recurring expanded services to address expressed short-term requirements. Details can be found on the "Level 2 & 3" page.

Budget Process

Deadline	Description	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
17-May	Send out Draft Capital Spend to Departments										
20-May	Development of Budget Calendar										
23-May	Send out L2/L3 Budget Request Template										
23-May	Presentation of Budget Calendar to Leadership Team										
01-Jun	Development of High Level Long Term Plan										
21-Jun	Development of Capital Plan										
21-Jun	Development L2/L3 Budget Requests (Received from Departments)										
22-Jun	Finance Meeting for Review of L2/L3 and Ranking										
23-Jun	Review of Departmental Goals and Objectives (Received from Departments)										
26-Jun	Presentation of Long Term Plan to Council										
27-Jun	Presentation of Capital Plan to Leadership Team										
28-Jun	Presentation of L2/L3 Budget Requests to Leadership Team and Ranking										
21-Jul	Establishment of Fixed Costs (Hydro, Water, Gas, Fuel, Insurance, Property Taxes)										
31-Jul	Review of Capital Plan Templates from Departments										
31-Jul	Operating Impacts from Capital										
03-Aug	Climate Reporting- Governance, Strategy, Risk Management, Metrics and Targets										
09-Aug	Grant Application Review										
15-Aug	Submission of Salary Information & Benefit Cost from HR										
25-Aug	Development of Revenue Matrix										
25-Aug	Completion of Salary Information in Questica										
31-Aug	Completion of Departmental Organization Charts										
31-Aug	Validation of FTE Counts, Position & Salaries, Casuals & Students										
05-Sep	Grant Recommendations to Leadership Team										
05-Sep	Revenue Matrix Leadership Team										
06-Sep	Grant Presentation - Translation										
08-Sep	Operations Recovery and Allocations (Utility, Fleet, Labour Pools etc)										
08-Sep	Completion of Level 1 Significant Changes - by Department										
12-Sep	Completion of Level 1 Budgets - Directors										
13-Sep	Financial Policy Review										

Deadline	Description	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24
13-Sep	Pension Reporting										
14-Sep	Meeting with CFO - Level 1 (Sept 14-Sept 21)										
15-Sep	Completion of Utility Fund Level 1 Operating Budget										
19-Sep	Final Review of Capital Plan by Leadership Team										
20-Sep	Final Review of L2/L3 with Leadership Team										
22-Sep	Completion of L2/L3 Templates for Budget Binder										
25-Sep	Grants Presentation - Committee of the Whole (COTW)- Separate Meeting										
25-Sep	Ratification of Revenue Matrix COTW										
25-Sep	Review of Capital Plan Description for Budget Binder										
25-Sep	Presentation of Budget Affordability- COTW Oct 10 Private										
27-Sep	Capital Debt and Fund Balances										
30-Sep	Review of Capital Plan Section of Binder (Sept 27-Sept 30)										
04-Oct	Review of Levels of Service Reporting										
11-Oct	Preparation of Draft Budget Commentary - eg Economic Outlook, Fund Operating Comments, Social Consideration, etc										
11-Oct	Receive Assessment from Service New Brunswick (SNB)/Calculate Available Funding										
13-Oct	Completion of "B" Section after receiving Assessment Numbers										
14-Oct	Review of Budget Documents/Operating Commentary										
18-Oct	Final Review of Budget Documents by Finance (Oct 13-Oct 18)										
23-Oct	Review of Binder by City Manager (19th to the 23rd of October)										
24-Oct	Final Review of Budget Documents										
25-Oct	Send Budget Binder to Print										
01-Nov	French Translation										
01-Nov	Assemble Binder after Printing										
02-Nov	Distribution to Council and Budget Orientation										
03-Nov	Send to Print- Bound Copies for Public Use During Budget Deliberation										
09-Nov	Deliberations with Council (November 7th-9th)										
15-Nov	Submission of Approved Budget to the Province										
15-Dec	Submission of Capital Loan Requests to the Borrowing Board										
28-Feb	Submission of Budget to Government Finance Officers Association (GFOA)										

Financial Summaries

Financial History

General Fund Operating Budget (Revenue/Expense)											Average	Change over
2018-2024 Budget Summary											2018-2024	2018-2024
	2018	2019	2020	2021	2022	2023	2024					
NB Consumer price Index	1.69%	2.10%	1.80%	1.50%	4.70%	7.40%	3.50%					
Tax Rates Residential	<u>\$ 1.6497</u>	<u>\$ 1.6497</u>	<u>\$ 1.6497</u>	<u>\$ 1.6497</u>	<u>\$ 1.5472</u>	<u>\$ 1.4443</u>	<u>\$ 1.4287</u>					
Tax Rate Increase (Decrease)	\$ 0.00%	\$ 0.00%	\$ 0.00%	\$ 0.00%	\$ -6.21%	\$ -6.65%	\$ -1.08%					
Assessment for the Year												
Moncton Residential	\$ 5,293,128,081	\$ 5,451,342,900	\$ 5,658,965,000	\$ 5,813,656,600	\$ 6,594,650,700	\$ 7,735,931,700	\$ 8,858,527,700					
Moncton Non-Residential	1,845,585,249	1,946,548,100	2,035,473,700	2,032,593,000	2,155,160,000	2,342,216,800	2,449,897,500					
Moncton Heavy Industrial	-	-	-	-	-	21,251,400	21,761,100					
Moncton Total Assessment	<u>\$ 7,138,713,330</u>	<u>\$ 7,397,891,000</u>	<u>\$ 7,694,438,700</u>	<u>\$ 7,846,249,600</u>	<u>\$ 8,749,810,700</u>	<u>\$ 10,099,399,900</u>	<u>\$ 11,330,186,300</u>					
	-0.34%	3.63%	4.01%	1.97%	11.52%	15.42%	12.19%			6.91%		
Moncton LSD Residential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92,571,000	\$ 104,343,800					
Moncton LSD Non-Residential	-	-	-	-	-	25,001,200	27,497,500					
Moncton LSD Heavy Industrial	-	-	-	-	-	-	-					
Moncton LSD Total Assessment	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 117,572,200</u>	<u>\$ 131,841,300</u>					
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	12.14%			12.14%		
Non-Residential multiplier	<u>1.5000</u>	<u>1.5000</u>	<u>1.5000</u>	<u>1.5000</u>	<u>1.5000</u>	<u>1.6360</u>	<u>1.6360</u>					
Average Home Assessment	\$ 162,500	\$ 170,000	\$ 180,000	\$ 174,675	\$ 240,000	\$ 319,000	\$ 308,500					
Average Home Prop Tax	\$ 2,681	\$ 2,804	\$ 2,969	\$ 2,882	\$ 3,713	\$ 4,607	\$ 4,408					
Property Tax Revenue	\$ 132,990,664	\$ 122,043,008	\$ 126,935,155	\$ 146,196,825	\$ 152,044,698	\$ 168,249,168	\$ 185,162,058				\$ 52,171,394	
	-0.25%	-8.23%	4.01%	15.17%	4.00%	10.66%	10.05%			5.06%		
Grant Revenue (included in above)												
GNB Equalization Grant	\$ 6,909,841	\$ 3,893,508	\$ 3,108,999	\$ 3,589,492	\$ 3,224,771	\$ 2,586,440	\$ 1,939,830				\$ (4,970,011)	
Federal Payment in Lieu	\$ 1,941	\$ (56,897)	\$ 17	\$ 19,641	\$ 18	\$ 3,738	\$ (1,550)					
Own Source Revenue	\$ 14,290,707	\$ 15,612,423	\$ 17,065,369	\$ 11,776,002	\$ 21,025,565	\$ 18,508,848	\$ 24,902,737			13.84%	\$ 10,612,030	
	8.19%	9.25%	9.31%	-30.99%	78.55%	-11.97%	34.55%					
City Op Budget Revenue (including Equalization Funding and Payment in Lieu)	<u>\$ 154,193,153</u>	<u>\$ 157,603,100</u>	<u>\$ 163,899,146</u>	<u>\$ 161,581,960</u>	<u>\$ 176,295,052</u>	<u>\$ 189,348,194</u>	<u>\$ 212,003,075</u>			5.18%	\$ 57,809,922	
	2.99%	2.21%	3.99%	-1.41%	9.11%	7.40%	11.96%					

**General Fund Operating Budget (Revenue/Expense)
2018-2024 Budget Summary**

		2018	2019	2020	2021	2022	2023	2024	Average 2018-2024	Change over 2018-2024
Employee (Budget)	Total Budget	\$ 54,702,619	\$ 55,122,509	\$ 57,640,371	\$ 57,244,797	\$ 59,032,879	\$ 62,554,716	\$ 67,717,341	3.53%	\$ 13,014,722
		2.74%	0.77%	4.57%	-0.69%	3.12%	5.97%	8.25%		
	Full time	\$ 46,466,499	\$ 47,365,432	\$ 48,893,447	\$ 49,737,539	\$ 50,636,920	\$ 53,581,141	\$ 57,584,602		\$ 11,118,103
	Casual	\$ 2,093,965	\$ 1,896,101	\$ 1,754,726	\$ 1,047,058	\$ 1,327,060	\$ 1,071,963	\$ 769,169		\$ (1,324,796)
	Student	\$ 1,128,231	\$ 1,204,839	\$ 1,212,609	\$ 621,749	\$ 1,352,243	\$ 1,369,885	\$ 1,669,128		\$ 540,897
Employee (Details)	Full time (FTE)	678.30	689.00	690.00	697.00	699.00	725.50	752.50		74
	Casual (Hours)	99,284	92,961	85,091	71,262	63,082	48,248	34,331		(64,953)
	Student (Hours)	92,803	92,803	94,831	94,831	94,831	94,831	93,418		615
City Pension		\$ 4,412,214	\$ 4,661,158	\$ 4,828,700	\$ 4,909,222	\$ 4,908,130	\$ 5,239,822	\$ 5,635,057		\$ 1,222,843
All other payroll costs (net of recoveries from other)		\$ 601,710	\$ (5,021)	\$ 950,889	\$ 929,229	\$ 808,526	\$ 1,291,905	\$ 2,059,385		\$ 1,457,675
CRPA Contract Costs		\$ 20,990,020	\$ 22,343,894	\$ 23,942,057	\$ 23,376,421	\$ 27,733,103	\$ 32,036,052	\$ 32,307,650	6.66%	\$ 11,317,630
		0.35%	6.45%	7.15%	-2.36%	18.64%	15.52%	0.85%		
Fire Department Wages and Benefits		\$ 13,530,570	\$ 13,943,314	\$ 14,693,539	\$ 14,710,249	\$ 14,805,940	\$ 15,089,681	\$ 16,433,006	3.75%	\$ 2,902,436
		6.26%	3.05%	5.38%	0.11%	0.65%	1.92%	8.90%		
Insurance and Property Taxes		\$ 2,600,181	\$ 2,699,672	\$ 2,760,474	\$ 2,860,518	\$ 3,054,847	\$ 2,851,062	\$ 2,866,881	1.96%	\$ 266,700
		3.31%	3.83%	2.25%	3.62%	6.79%	-6.67%	0.55%		
Utilities		\$ 5,108,112	\$ 5,169,981	\$ 5,139,912	\$ 5,142,350	\$ 5,379,079	\$ 5,351,344	\$ 5,554,213	1.43%	\$ 446,101
		1.49%	1.21%	-0.58%	0.05%	4.60%	-0.52%	3.79%		
Capital from Operating		\$ 7,266,192	\$ 7,016,192	\$ 7,266,192	\$ 5,513,003	\$ 8,384,192	\$ 8,384,192	\$ 12,352,868	10.58%	\$ 5,086,676
		-1.36%	-3.44%	3.56%	-24.13%	52.08%	0.00%	47.34%		
Deposit to Reserves		\$ 12,057,589	\$ 9,619,697	\$ 9,373,037	\$ 10,525,288	\$ 12,995,828	\$ 11,553,375	\$ 14,808,390	9.58%	\$ 2,750,801
		37.00%	-20.22%	-2.56%	12.29%	23.47%	-11.10%	28.17%		
Fiscal Costs (debt servicing)		\$ 18,388,605	\$ 21,792,817	\$ 21,890,800	\$ 20,962,132	\$ 20,097,875	\$ 21,016,412	\$ 22,065,095	2.62%	\$ 3,676,490
		-1.85%	18.51%	0.45%	-4.24%	-4.12%	4.57%	4.99%		

**Utility Fund Operating Budget
2018-2024 Budget Summary**

	2018	2019	2020	2021	2022	2023	2024	% Increase 2023-24	Average 2018-2024
Population	<u>71,889</u>	<u>71,889</u>	<u>71,889</u>	<u>79,470</u>	<u>79,470</u>	<u>79,470</u>	<u>80,103</u>		
Water Consumption (cubic meters)									
Commercial	3,473,579	3,521,170	3,521,170	3,500,000	3,613,030	3,642,754	4,185,000		
Residential	<u>3,875,822</u>	<u>3,841,017</u>	<u>3,841,017</u>	<u>3,820,000</u>	<u>3,706,970</u>	<u>3,677,246</u>	<u>3,675,000</u>		
	<u>7,349,401</u>	<u>7,362,187</u>	<u>7,362,187</u>	<u>7,320,000</u>	<u>7,320,000</u>	<u>7,320,000</u>	<u>7,860,000</u>		
	-0.33%	0.17%	0.00%	-0.57%	0.00%	0.00%	7.38%	7.38%	0.95%
Dieppe Wholesale	3,301,084	3,340,240	3,250,000	3,245,559	3,147,103	3,231,819	3,300,000		
Riverview Wholesale	2,351,134	2,416,885	2,355,000	2,393,919	2,579,804	2,452,167	2,890,000		
Total Other Municipalities	<u>5,652,218</u>	<u>5,757,125</u>	<u>5,605,000</u>	<u>5,639,478</u>	<u>5,726,907</u>	<u>5,683,986</u>	<u>6,190,000</u>		
	-2.73%	1.86%	-2.64%	0.62%	1.55%	-0.75%	8.90%	8.90%	0.97%
Total Water Consumption (cubic meters)	<u>13,001,619</u>	<u>13,119,312</u>	<u>12,967,187</u>	<u>12,959,478</u>	<u>13,046,907</u>	<u>13,003,986</u>	<u>14,050,000</u>		
Consumption Change	-1.39%	0.91%	-1.16%	-0.06%	0.67%	-0.33%	8.04%	8.04%	0.96%
Water and Wastewater Avg. per Household Cost									
Annual Charge (based on 272m3)	\$ 815	\$ 848	\$ 856	\$ 856	\$ 876	\$ 876	\$ 905		
Greater Moncton Wastewater Commission (Transaqua)	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>	<u>210</u>		
Total Annual Water and Wastewater Consumption Charge	<u>\$ 1,025</u>	<u>\$ 1,058</u>	<u>\$ 1,066</u>	<u>1,066</u>	<u>1,086</u>	<u>1,086</u>	<u>1,115</u>		
Annual Increase	2.71%	3.22%	0.78%	-0.02%	1.88%	0.00%	2.67%		1.60%
WATER AND WASTEWATER EXPENSES									
Water Expenses Overall	\$ 22,638,293	\$ 23,388,307	\$ 24,099,121	\$ 22,395,545	\$ 23,130,510	\$ 24,505,202	\$ 25,380,953		
Wastewater Expenses Overall	<u>15,049,783</u>	<u>15,998,761</u>	<u>16,028,605</u>	<u>17,325,991</u>	<u>17,423,055</u>	<u>16,615,602</u>	<u>19,195,825</u>		
	<u>\$ 37,688,076</u>	<u>\$ 39,387,068</u>	<u>\$ 40,127,726</u>	<u>\$ 39,721,536</u>	<u>\$ 40,553,565</u>	<u>\$ 41,120,804</u>	<u>\$ 44,576,778</u>	8.40%	2.91%
Annual Increase	3.07%	4.51%	1.88%	-1.01%	2.09%	1.40%	8.40%		
Greater Moncton Wastewater Commission	\$ 8,278,410	\$ 8,342,040	\$ 8,346,660	\$ 8,547,437	\$ 8,214,990	\$ 8,638,350	\$ 9,146,970		1.17%
Water Treatment Plant	\$ 4,559,827	\$ 4,475,837	\$ 2,762,473	\$ 2,287,417	\$ 2,470,110	\$ 2,688,981	\$ 3,134,017		
Capital from Operating	\$ 375,000	\$ -	\$ -	\$ 300,000	\$ 600,000	\$ 600,000	\$ 2,727,829		
Deposits to Reserve	\$ 495,000	\$ 2,195,000	\$ 2,982,933	\$ 1,250,000	\$ 1,890,000	\$ 1,512,526	\$ 1,265,000		
Fiscal Costs (debt servicing)	\$ 12,084,810	\$ 11,878,221	\$ 13,438,392	\$ 14,406,151	\$ 13,794,207	\$ 13,849,307	\$ 13,156,693		32.74%
Debt Ratio	32.07%	30.16%	33.49%	36.27%	34.01%	33.68%	29.51%		

General Fund Capital Budget 2018-2024 Budget Summary

	2018	2019	2020	2021	2022	2023	2024 Proposed
Gross Capital Budget	\$ 141,044,699	\$ 60,240,689	\$ 47,370,227	\$ 39,135,441	\$ 96,263,079	\$ 63,151,402	\$ 50,221,464
Recoveries from Third Parties	(31,931,155)	(24,044,274)	(12,571,310)	(15,647,228)	(9,325,565)	(32,327,351)	(14,490,974)
Capital from Operating	(7,354,192)	(7,354,192)	(7,266,192)	(5,513,003)	(8,384,192)	(8,384,192)	(12,352,868)
Canada Community Building Fund Recovery	(4,983,000)	(5,082,000)	(8,682,000)	(5,082,000)	(6,629,217)	(5,179,051)	(5,404,227)
Previous Authority/Reserves	(76,877,284)	(3,850,000)	(3,400,000)	(2,320,000)	(415,000)	(600,000)	(16,550,000)
Net Capital Budget (Capital Budget Serviced by Debt)	\$ 19,899,068	\$ 19,910,223	\$ 15,450,725	\$ 10,573,210	\$ 71,509,105	\$ 16,660,808	\$ 1,423,395
Recap and Growth							
% Growth	82.29%	27.10%	17.70%	20.66%	30.29%	41.45%	33.25%
% Recap	17.71%	72.90%	82.30%	79.34%	69.71%	58.55%	66.75%
Capital from Operating to Gross Capital Budget	5%	12%	15%	14%	9%	13%	25%

General Operating Fund Financial Schedule

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
01-GRANTS	346,501	346,501	353,431	367,568	374,919	2.73%
04-LEGAL AND CITY CLERK SERVICES	2,000	2,000	2,000	2,000	2,000	0.00%
05-FINANCE SERVICES	1,219,600	5,969,600	3,837,222	3,834,163	3,685,085	67.39%
06-OPERATIONS SERVICES	98,000	98,000	106,000	106,000	106,000	2.72%
07-CODIAC TRANSPO	4,709,209	5,612,506	5,784,036	6,021,934	6,201,595	10.56%
08-SUSTAINABLE GROWTH AND DEVELOPMENT SERVICES	3,343,702	3,273,681	3,222,047	3,242,075	3,249,071	-0.94%
09-PROTECTIVE SERVICES	3,791,113	2,748,872	3,592,538	4,056,234	4,096,534	2.69%
10-COMMUNITY SERVICES	5,198,268	8,327,565	8,606,042	8,791,839	8,821,204	23.23%
12-INTERNAL TRANSFERS	(199,545)	(199,545)	(600,579)	0	0	-33.33%
14-MUNICIPAL LEVY	170,839,346	170,839,346	187,100,338	190,562,991	195,935,309	4.90%
TOTAL REVENUES	189,348,194	197,018,526	212,003,075	216,984,804	222,471,717	5.83%
EXPENSES						
01-GRANTS	8,309,641	8,309,641	8,922,229	9,137,622	8,953,571	2.58%
02-GOVERNANCE AND CORPORATE MANAGEMENT	1,512,487	1,370,168	1,353,814	1,307,165	1,332,291	-3.97%
03-CORPORATE SERVICES	7,075,036	7,307,606	7,964,702	8,268,327	8,630,571	7.33%
04-LEGAL AND CITY CLERK SERVICES	1,329,672	1,123,627	1,365,260	1,395,002	1,431,872	2.56%
05-FINANCE SERVICES	35,087,991	38,642,718	41,482,112	42,133,409	40,905,837	5.53%
06-OPERATIONS SERVICES	41,168,308	41,560,214	44,277,246	44,035,203	44,557,995	2.74%
07-CODIAC TRANSPO	13,692,206	13,289,705	15,178,455	15,833,385	15,927,808	5.44%
08-SUSTAINABLE GROWTH AND DEVELOPMENT SERVICES	8,652,760	7,800,507	9,419,037	9,827,723	8,761,044	0.42%
09-PROTECTIVE SERVICES	56,488,185	59,899,096	61,652,243	64,493,389	71,156,443	8.66%
10-COMMUNITY SERVICES	16,031,908	19,564,659	20,387,977	20,553,579	20,814,285	9.94%
TOTAL EXPENSES	189,348,194	198,867,941	212,003,075	216,984,804	222,471,717	5.83%
NET COST	0	1,849,415	0	0	0	0.00%

Utility Operating Fund Financial Schedule

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
REVENUES						
OPERATIONS SERVICES - UTILITIES	41,120,804	42,212,620	44,576,778	44,993,530	45,857,987	3.84%
TOTAL REVENUES	41,120,804	42,212,620	44,576,778	44,993,530	45,857,987	3.84%
EXPENSES						
OPERATIONS SERVICES - UTILITIES	41,120,804	42,000,884	44,576,778	44,993,530	45,857,987	3.84%
TOTAL EXPENSES	41,120,804	42,000,884	44,576,778	44,993,530	45,857,987	3.84%
NET COST	0	(211,736)	0	0	0	0.00%

3-Year General & Utility Operating Fund Expenditures by Type

	2022 Budget	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget
Automation Plan	\$ 125,000	\$ 126,250	\$ 126,250	\$ 132,564	\$ 135,216	\$ 137,916
Capital from Operating	8,984,192	8,984,192	8,984,192	15,080,697	17,215,697	17,215,697
Communication	637,724	701,215	817,703	753,826	760,632	773,900
Contingencies	538,500	633,545	839,775	823,741	1,113,261	1,354,142
Contracts	26,014,369	27,980,463	29,279,112	30,322,486	30,815,096	31,047,619
CRPA	27,733,103	32,036,052	32,036,052	32,307,650	35,602,111	41,120,703
Deposit to Reserves	14,885,828	13,065,901	13,065,901	16,073,390	10,255,791	10,278,466
Equipment	1,093,979	1,145,444	2,790,412	987,838	1,007,347	1,041,091
Fiscal Cost	33,892,082	34,865,719	38,089,639	35,221,788	37,011,755	36,125,715
Grants	7,681,617	8,934,988	8,934,988	9,695,248	10,010,874	9,126,561
Insurance & Property Taxes	3,474,055	3,096,829	3,066,687	3,126,818	3,242,035	3,362,337
Maintenance & Repairs	5,063,388	5,825,718	6,943,091	6,894,261	7,225,317	7,244,402
Professional Development	1,221,692	1,315,187	1,230,569	1,360,287	1,365,003	1,365,671
Professional Services - Assessment Costs	1,906,513	2,213,774	2,213,774	2,466,051	2,633,133	2,833,133
Professional Services - Other	1,478,343	1,874,457	2,078,283	2,476,190	2,479,342	1,786,106
Promotional	1,480,054	1,539,050	3,790,784	4,025,945	4,000,278	3,995,530
Supplies & Materials	8,592,707	10,403,862	12,273,893	13,039,591	13,044,371	13,059,892
Transfers/Recoveries	(697,969)	(797,079)	(368,245)	(911,524)	(909,887)	(1,002,887)
Utilities	6,206,682	6,217,985	6,270,599	6,435,987	6,564,967	6,652,028
Wages & Benefits	62,026,856	65,749,621	62,955,864	71,234,692	73,328,886	75,320,120
Wages Overtime	920,428	917,428	1,649,105	917,428	917,428	917,428
Water Costs	3,589,474	3,638,397	3,800,397	4,114,899	4,159,681	4,574,134
TOTAL	\$ 216,848,617	\$ 230,468,998	\$ 240,868,825	\$ 256,579,853	\$ 261,978,334	\$ 268,329,704

Revenue by Source

	2022 Budget	2023 Projection	2023 Budget	2024 Budget	2025 Budget	2026 Budget
Warrant of Assessment (Property tax revenue)	\$ 152,044,698	\$ 168,249,168	\$ 168,249,168	\$ 185,162,058	\$ 189,274,633	\$ 195,291,905
Equalization funding	3,224,771	2,586,440	2,579,817	1,939,830	1,289,908	644,954
Previous Years surplus (deficit)	4,107,711	(199,545)	(199,545)	(600,579)	0	0
Payment in lieu of taxes (PILT)	18	3,738	3,738	(1,550)	(1,550)	(1,550)
Own Source Revenues						
Licenses and permits	2,201,815	2,543,753	2,686,254	2,724,113	2,753,011	2,750,527
Fines and Penalties	339,000	161,977	339,000	161,977	339,000	339,000
Rental Revenue	356,853	362,680	362,680	369,610	386,448	393,799
Miscellaneous	840,828	5,946,421	1,232,544	3,824,043	3,817,283	3,668,205
User Fee Revenues						
Road Transportation, Parking, Maintenance and Other	2,836,727	2,349,702	3,121,940	2,778,103	3,024,248	3,074,028
Codiac Transpo	4,084,285	5,612,506	4,709,209	5,784,036	6,021,934	6,201,595
Coliseum	1,705,811	2,349,055	1,721,485	2,386,375	2,402,684	2,419,320
Events and venues	812,194	826,895	837,995	859,868	867,445	875,174
Magnetic Hill Zoo	2,303,578	2,424,660	2,312,833	2,574,744	2,736,655	2,736,655
Resurgo Place (incl. Thomas Williams and Free Meeting House)	224,500	234,500	224,500	224,500	224,500	224,500
Recreation	146,065	162,455	162,455	167,555	167,555	172,555
Parks	0	0	0	0	0	0
Fire Services	1,066,198	1,004,121	1,004,121	1,186,392	1,219,050	1,219,050
Tourism Levy	0	2,400,000	0	2,462,000	2,462,000	2,462,000
Total Revenue before Utility	\$ 176,295,052	\$ 197,018,526	\$ 189,348,194	\$ 212,003,075	\$ 216,984,804	\$ 222,471,717
Water and Wastewater	\$ 40,553,565	\$ 42,212,620	\$ 41,120,804	\$ 44,576,778	\$ 44,993,530	\$ 45,857,987
TOTAL REVENUE	\$ 216,848,617	\$ 239,231,146	\$ 230,468,998	\$ 256,579,853	\$ 261,978,334	\$ 268,329,704

Assessment & Tax Rate Information

Tax Rates and Assessments for 2024

	Residential (%)	Non-Residential (%)
City of Moncton		
Municipal Tax	1.4287	2.3374
Provincial Tax*		1.8560
Non Owner-Occupied	0.5617	
Other	1.0345	
Cost of Assessment	0.0194	0.0194
Moncton Local Service District		
Municipal Tax	0.5543	0.9068
Provincial Tax	0.4115*	
Cost of Assessment	0.0194	0.0194

*Note: The Provincial residential tax rate for non-owner-occupied properties can vary depending on the classification/use of the property.

Impact of 1 cent tax increase (Based on 2024 assessment base - using 1.6360 gross up)

	Residential Assessment	Non-Residential Assessment (grossed up at 1.6360)	Total
City of Moncton	\$8,858,527,700	\$4,043,633,469	\$12,902,161,169
1 Cent Tax Increase per \$100 in Assessment		-	0.0001
Impact on the City			1,290,216.12

Impact of 1 Cent Tax Increase Assessment on Homeowners

Home Value	Tax Increase	Annual Impact on Homeowners
\$275,000	\$0.01	\$27.50
\$308,500	\$0.01	\$30.85
\$400,000	\$0.01	\$40.00

Impact of Potential Assessment Changes on the City

2024 Warrant	Assessment Movement	Impact on City
\$185,162,058	-1.00%	-\$1,851,621
\$185,162,058	0.50%	\$925,810
\$185,162,058	1%	\$1,851,621
\$185,162,058	2%	\$3,703,241
\$185,162,058	3%	\$5,554,862

These tables provide comprehensive information about tax rates, the potential impact of tax increases on homeowners, and the financial implications of assessment changes for the City of Moncton in 2024.



MUNICIPAL TAX DOLLARS AT WORK

2024 tax rate: \$1.4287*
Per \$100 of assessment

*TAX RATE DOWN 1.56 CENTS FROM 2023

2024 property taxes
for a house assessed at
\$308,500
Taxes: \$4,408 (\$367/month)



What you get
for \$367 a month



Fire and safety services	\$51
Police	\$66
Roads, sidewalks, and snow removal	\$53
Solid waste collection	\$8
Public transit	\$18
Fiscal services	\$36
General government	\$57
Parks	\$20
Facilities and operations	\$6
Sustainable growth and development services	\$12
Grants	\$17
Recreation, culture, and events	\$23

Allocation of Total Tax Income

BY LEVELS OF GOVERNMENT

From every tax dollar spent the City only receives



De chaque dollar provenant des impôts, la Ville ne reçoit que

8 cents

Répartition des recettes fiscales

ENTRE LES PALIERS DE GOUVERNEMENT



FEDERAL FÉDÉRAL PROVINCIAL MUNICIPAL

Canada's public infrastructure owned by local governments

60%

des infrastructures publiques canadiennes appartiennent à des administrations locales

Canadians who say municipalities need new federal funding tools

84%

des Canadiens croient que les municipalités ont besoin de nouveaux mécanismes de financement du fédéral



Revenue Trend

The revenue estimates for the 2024-2026 Operating Budgets are based on specific assumptions for each revenue source. These assumptions are as follows:

Warrant of Assessment (Property Tax Revenue):

For 2024, a 10% increase in property tax revenue has been factored in. This increase is attributed to a 12.2% rise in property assessments, combined with a property tax rate reduction of approximately 1.5 cents. Looking ahead to the assessment for years 2025-2026, additional increases of 6% each year are projected.

Own Source Revenue:

The estimates for Own Source Revenues are based on an anticipated 1% increase per year, following the 2023 budget values. Specific impacts, such as increased interest revenue and budgeting for the Tourism Levy, have been incorporated into the budgeted values for 2024 and subsequent years.

User Fees:

In 2023, most of the City's revenues returned to pre-pandemic levels with many such as Codiac Transpo showing strong growth due to the population growth and increased ridership from newcomers to the City. As the City enters 2024, user fee revenues are generally targeted to keep up with inflation so as not to widen the gap currently existing between revenue and supporting costs for each of the services. Moreover, a growth rate of 2% per year is projected for the years following 2024.

These assumptions provide a framework for revenue projections, considering various factors and expected trends for each revenue source in the coming years.

Fees & Rate Schedule



City of Moncton / Ville de Moncton

Fees & Rates Schedules / Annexes des frais et des droits

FEES AND RATES / FRAIS ET DROITS	SCHEDULE / ANNEXE	2024 - Level 2 (Revenue Increases + Level 2) / Niveau 2 (Hausse des recettes + Niveau 2)	2025 - Level 2 (Revenue Increases + Level 2) / Niveau 2 (Hausse des recettes + Niveau 2)	2026 - Level 2 (Revenue Increases + Level 2) / Niveau 2 (Hausse des recettes + Niveau 2)
BUILDING INSPECTION / INSPECTION DES BÂTIMENTS	1			
BY-LAW ENFORCEMENT / EXÉCUTION DES ARRÊTÉS	2	\$ 1,000	\$ 1,000	\$ 1,000
CODIAC TRANSPO	3			\$ 50,000
MONCTON COLISEUM - FACILITY RENTAL RATES / COLISÉE DE MONCTON - TARIFS DE LOCATION DE SALLES	4			\$ 16,636
MONCTON COLISEUM - LEGENDS - ROOM RENTALS / COLISÉE DE MONCTON - LEGENDS - LOCATION DE SALLES	5			
ENGINEERING / INGÉNIERIE	6			
MUNICIPAL PARKING LOTS / STATIONNEMENTS MUNICIPAUX	7			
FINANCE / FINANCES	8			
RECREATION - CROSSMAN COMMUNITY CENTRE - KAY ARENA) / LOISIRS - CENTRE COMMUNAUTAIRE CROSSMAN - ARÉNA KAY	9			
LEGAL AND LEGISLATIVE SERVICES / SERVICES JURIDIQUES ET LÉGISLATIFS	10			
MAGNETIC HILL ILLUSION / ILLUSION DE LA CÔTE MAGNÉTIQUE	11			
MONCTON MARKET - SATURDAY RENTALS / MARCHÉ MONCTON - LOCATIONS DU SAMEDI	12			
RESURGO PLACE (MUSEUM) - ADMISSIONS / PLACE RESURGO (MUSÉE) - DROITS D'ENTRÉE	13			
RESURGO PLACE (MUSEUM) - FACILITY RENTALS / PLACE RESURGO (MUSÉE) - LOCATION DE SALLES	14			
RIGHT TO INFORMATION AND PROTECTION OF PRIVACY ACT (RTIPPA) / LOI SUR LE DROIT À L'INFORMATION ET LA PROTECTION DE LA VIE PRIVÉE	15			
RECREATION - SPORT FIELD RENTALS / LOISIRS - LOCATION DE TERRAINS DE SPORT	16	\$ 6,000	\$ 6,000	\$ 11,000
PLANNING AND DEVELOPMENT / URBANISME ET AMÉNAGEMENT	17			\$ 6,996
WATER AND WASTEWATER - MISCELLANEOUS SERVICES FEES / EAU ET EAUX USÉES - FRAIS DIVERS	18	\$ 13,620	\$ 13,620	\$ 13,620
MAGNETIC HILL ZOO - ADMISSIONS / ZOO DE MAGNETIC HILL - DROITS D'ENTRÉE	20	\$ 161,911	\$ 323,822	\$ 323,822
MAGNETIC HILL ZOO - EDUCATIONAL CAMPS / ZOO DE MAGNETIC HILL - CAMPS ÉDUCATIFS	21			
		\$ 182,531	\$ 344,442	\$ 423,074

**SCHEDULE 1 / ANNEXE 1
BUILDING INSPECTION / INSPECTION DES BÂTIMENTS**

	2024 Proposed Fees / Frais \$	2025 Proposed Fees / Frais \$	2026 Proposed Fees / Frais \$
Building By-law / Arrêté de construction			
Building permit: \$8 per \$1,000 of construction value of the work (minimum \$25) / Permis de construction: 8 \$ par tranche de 1 000 \$ de la valeur estimative des travaux (minimum 25 \$)	Minimum 25.00	Minimum 25.00	Minimum 25.00
Property search request / Demande de recherche sur une propriété	100.00	100.00	100.00
Demolition permit: \$8 per \$1,000 of demolition cost (minimum \$25) / Permis de démolition: 8 \$ par tranche de 1 000 \$ du coût de la démolition (minimum 25 \$)	Minimum 25.00	Minimum 25.00	Minimum 25.00
Tent or air supported structure permit / Permis d'installation d'un chapiteau (ou tente) ou d'une structure gonflable	25.00	25.00	25.00
Plumbing By-law / Arrêté de plomberie			
Hot water tank replacement annual permit / Permis annuel pour remplacement de chauffe-eau*	50.00	50.00	50.00
Hot water tank replacement / Remplacement d'un chauffe-eau*	15.00	15.00	15.00
Permit for plumbing work / Permis de travaux de plomberie	50.00	50.00	50.00
Per fixture / Par appareil sanitaire	20.00	20.00	20.00
Per roof drain / Par avaloir de toit	30.00	30.00	30.00

*Fee established and collected by the Province / Frais établi et reçu par la Province

HST does not apply / La TVH ne s'applique pas

**SCHEDULE 2 / ANNEXE 2
BY-LAW ENFORCEMENT / EXÉCUTION DES ARRÊTÉS**

	2024 Proposed Fees / Frais \$	2025 Proposed Fees / Frais \$	2026 Proposed Fees / Frais \$
Animal Control By-law / Arrêté de surveillance des animaux			
Dog licence (spayed female or neutered male) / Permis de garde de chien (femelles et mâles châtrés)	10.00	10.00	10.00
Dog licence (fertile dog) / Permis de garde chien (fertiles)	20.00	20.00	20.00
Replacement of lost licence / Remplacement d'un permis perdu	10.00	10.00	10.00
Reclaiming of impounded animal / Reprise d'un animal en fourrière	100.00	100.00	100.00
Dangerous dog tag / Plaque d'identification de chien dangereux	200.00	200.00	200.00
Taxicabs (owners & operators) By-law / Arrêté de taxis (propriétaires et chauffeurs)			
Vehicle for hire company license fees 1-10 licensed Vehicles / Droits de permis pour entreprises de transport contre rémunération (1 à 10 véhicules immatriculés)	2,000.00	2,000.00	2,000.00
Vehicle for hire company license fees 11-25 licensed Vehicles / Droits de permis pour entreprises de transport contre rémunération (11 à 25 véhicules immatriculés)	5,000.00	5,000.00	5,000.00
Vehicle for hire company license fees 26-100 licensed Vehicles / Droits de permis pour entreprises de transport contre rémunération (26 à 100 véhicules immatriculés)	15,000.00	15,000.00	15,000.00
Vehicle for hire company license fees 100+ licensed Vehicles / Droits de permis pour entreprises de transport contre rémunération (plus de 100 véhicules immatriculés)	25,000.00	25,000.00	25,000.00
Taxicab owner's licence / Permis de propriétaire de taxi	110.00	110.00	110.00
Taxicab driver's licence / Permis de chauffeur de taxi	110.00	110.00	110.00
Transfer of licence to another vehicle of the owner / Transfert de permis à un autre véhicule du propriétaire	10.00	10.00	10.00
Substitute identification decals / Vignettes d'identité de remplacement	10.00	10.00	10.00
Transient Traders By-law / Arrêté de vendeurs ambulants			
Security bond / Caution	200.00	200.00	200.00
Licence / Permis	100.00	100.00	100.00
Pawnbrokers By-law / Arrêté de prêteurs sur gages			
Licence / Permis	100.00	100.00	100.00
Portable Signs By-law / Arrêté de panneaux portatifs			
Permit / Permis	100.00	100.00	100.00
Special permit (30 days) / Permis spécial (30 jours)	25.00	25.00	25.00
Sidewalk Cafés By-law / Arrêté de cafés-terrasses			
Administration Fee / Frais d'administration	250.00	250.00	250.00
Licence / Permis d'exploitation	100.00	100.00	100.00
Immobilization of vehicles By-law / Arrêté d'immobilisation de véhicules			
Licence / Permis	100.00	100.00	100.00
Land Lease Communities By-law / Arrêté de zones résidentielles à baux fonciers			
Licence / Permis	100.00	100.00	100.00
Fire Protection By-Law/ Arrêté sur la protection contre les incendies			
Fire Report (Investigation) / Rapport d'incendie (enquête)	100.00	100.00	100.00
Property Search Report (Fire Marshal orders) / Rapport de recherche de propriété (ordonnances du commissaire aux incendies)	100.00	100.00	100.00
Permit for appliance (fire pit) / Permis pour foyer extérieur	10.00	10.00	10.00
HST does not apply / La TVH ne s'applique pas			

**SCHEDULE 3 / ANNEXE 3
CODIAC TRANSP**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Fares / Tarifs			
Single-ride fare / Trajet simple	3.00	3.00	3.00
Daycare rate (per person) / Tarif de garderie (par personne)	2.00	2.00	2.00
Group day pass / Laissez-passer de groupe un jour	21.00	22.00	23.00
Individual Day Pass/Carte journalière individuelle	8.00	9.00	10.00
10 ride pass / Carte de 10 trajets	28.00	29.00	30.00
20 ride pass / Carte de 20 trajets	45.00	46.00	47.00
Ages 11 & under / 11 ans et moins	Free / Gratuit	Free / Gratuit	Free / Gratuit
Ages 65 and more on Wednesdays / 65 ans et plus, les mercredis	Free / Gratuit	Free / Gratuit	Free / Gratuit
CNIB card holders / Titulaires de carte INCA	Free / Gratuit	Free / Gratuit	Free / Gratuit
Companion of individuals with disabilities or special needs /Accompagnateur d'un passager ayant un handicap ou des besoins spéciaux	Free / Gratuit	Free / Gratuit	Free / Gratuit
Reloadable Card / Frais pour carte rechargeable	4.00	4.00	4.00
30-day pass / Laissez-passer de 30 jours			
Adult / Adulte	71.00	72.00	73.00
Ages 65 and over / 65 ans et plus	56.00	57.00	58.00
Student / Étudiant	57.00	58.00	59.00
Employer Monthly Pass / Laissez-passer mensuel employeur			
Adult / Adulte	58.00	59.00	60.00
Ages 65 and over / 65 ans et plus	45.00	46.00	47.00
Student / Étudiant	45.00	46.00	47.00
Chartered Bus / Autobus nolisé			
Per hour / de l'heure *	200.00	200.00	200.00
Per hour layover / de l'heure en escale *	100.00	100.00	100.00
Special Events / Événements spéciaux			
100 to 249 all day pass / 100 à 249 laissez-passer d'un jour	4,00 chacun	4,00 chacun	4,25 chacun
250 + all day pass / 250 et plus laissez-passer d'un jour	3,50 chacun	3,50 chacun	3,75 chacun
10 ride pass for participants' family members / Carte de 10 trajets pour les membres de la famille des participants	20.00	21.00	22.00
* Plus HST / TVH en sus			

**SCHEDULE 4 / ANNEXE 4
 MONCTON COLISEUM - FACILITY RENTAL RATES /
 COLISÉE DE MONCTON - TARIFS DE LOCATION DE SALLES**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Regular Pricing / Tarif courant			
Event Day / Jour d'événement			
Coliseum (full) / Colisée (complet)	3,903.00	3,982.00	4,062.00
Coliseum (floor only) / Colisée (plancher seulement)	3,177.00	3,241.00	3,306.00
Exhibition Hall A, B or C / Salle d'exposition A, B ou C	3,177.00	3,241.00	3,306.00
Meeting room D / Salle de réunion D	350.00	350.00	350.00
Meeting room E / Salle de réunion E	100.00	100.00	100.00
Parking lot corner / Coin du parc de stationnement (17652 m ² [190000 ft ² / pi ²])	1,250.00	1,250.00	1,250.00
Parking lot corner / Coin du parc de stationnement (8640 m ² [93000 ft ² / pi ²])	750.00	750.00	750.00
Front parking lot / Terrain de stationnement avant (41806 m ² [450000 ft ² / pi ²])	3,000.00	3,000.00	3,000.00
Non-Event Day (Set-Up & Tear-Down Days) / Jours sans événement (montage et démontage)			
Coliseum (full) / Colisée (complet)	1,951.50	1,991.00	2,031.00
Coliseum (floor only) / Colisée (plancher seulement)	1,588.50	1,620.50	1,653.00
Exhibition Hall A, B or C / Salle d'exposition A, B ou C	1,588.50	1,620.50	1,653.00
Meeting room D / Salle de réunion D	175.00	175.00	175.00
Meeting room E / Salle de réunion E	50.00	50.00	50.00
Parking lot corner / Coin du parc de stationnement (17652 m ² [190000 ft ² / pi ²])	675.00	675.00	675.00
Parking lot corner / Coin du parc de stationnement (8640 m ² [93000 ft ² / pi ²])	375.00	375.00	375.00
Front parking lot / Terrain de stationnement avant (41806 m ² [450000 ft ² / pi ²])	1,500.00	1,500.00	1,500.00
*Special Pricing for City of Moncton and Not-for-Profit groups : 50% of the regular cost			
*Tarif préférentiel pour les groupes de la Ville de Moncton et à but non lucratif : 50 % du tarif courant			
Plus HST / TVH en sus			

SCHEDULE 5 / ANNEXE 5

**MONCTON COLISEUM - LEGENDS - ROOM RENTALS /
COLISÉE DE MONCTON - LEGENDS - LOCATION DE SALLES**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Regular Pricing / Tarif courant			
Legends Room / Salle Legends			
(Feb, Apr, July) Sunday - Thursday / (dimanche au jeudi en fév., avril et juil.)	300.00	300.00	300.00
(Feb, Apr, July) Friday - Saturday / (vendredi et samedi en fév., avril et juil.)	500.00	500.00	500.00
(Jan, Jun, Aug, Sept, Oct, Nov, Dec) Sunday - Thursday / (dimanche au jeudi en janv., juin, août, sept., oct., nov., et déc.)	500.00	500.00	500.00
(Jan, Jun, Aug, Sept, Oct, Nov, Dec) Friday - Saturday / (vendredi et samedi en janv., juin, août, sept., oct., nov., et déc.)	750.00	750.00	750.00
(Mar, May) Sunday - Thursday / (dimanche au jeudi en mars et mai)	600.00	600.00	600.00
(Mar, May) Friday - Saturday / (vendredi et samedi en mars et mai)	850.00	850.00	850.00
Meeting room / Salle de réunion			
Room A, B or C / Salle A, B ou C	200.00	200.00	200.00

*Special Pricing for City of Moncton and Not-for-Profit groups : 50% of the regular cost

*Tarif préférentiel pour les groupes de la Ville de Moncton et à but non lucratif : 50 % du tarif courant

Plus HST / TVH en sus

**SCHEDULE 6 / ANNEXE 6
ENGINEERING / INGÉNIERIE**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Use of Municipal Snow Dump / Utilisation de la décharge à neige municipale			
Tandem truck (per load) / Camion tandem (par charge)	8.50	8.50	8.50
Tandem trailer (per load) / Remorque tandem (par charge)	11.00	11.00	11.00
Use of Streets By-law / Arrêté d'utilisation des rues			
Culvert installation – Application / Installation de ponceau – demande	110.00	110.00	110.00
Culvert installation – Security deposit / Installation de ponceau – dépôt de garantie	500.00	500.00	500.00
Curb cut – Application / Aménagement d'un bateau de trottoir – demande	125.00	125.00	125.00
Curb cut - Work / Aménagement d'un bateau de trottoir - travaux	Cost of Work/ Coût des travaux	Cost of Work/ Coût des travaux	Cost of Work/ Coût des travaux
Utility permit plans examination (minimum \$250) / Examen des plans pour permis de services publics (minimum 250 \$)	Cost of Work/ Coût des travaux	Cost of Work/ Coût des travaux	Cost of Work/ Coût des travaux
Street & services permit – Security deposit / Permis de voirie et de services – dépôt de garantie	2,250.00	2,500.00	2,500.00
Street & services permit – Inspection / Permis de voirie et de services – inspection	750.00	750.00	750.00
Street closure permit / Permis de fermeture de rue	55.00	60.00	60.00
Pavement degradation (per square metre) / Détérioration du revêtement (par mètre carré)	5-25 / 5 à 25	5.5-28 / 5.5 à 28	5.5-28 / 5.5 à 28
Moving oversized/ Overweight loads / Déménagement de charges hors gabarit (dimensions et poids)	80.00	80.00	80.00
Branch service laterals - Capital Construction Projects - 1st lateral / Conduites secondaires de raccordement - Projets d'immobilisations - Première conduite secondaire	5,000.00	5,000.00	5,000.00
Branch service laterals - Capital Construction Projects - 2 service / Conduites secondaires de raccordement - Projets d'immobilisations - Deuxième conduite secondaire	1,500.00	1,500.00	1,500.00
Branch service laterals - Capital Construction Projects - 3rd service / Conduites secondaires de raccordement - Projets d'immobilisations - Troisième conduite secondaire	1,500.00	1,500.00	1,500.00
HST does not apply / La TVH ne s'applique pas			

**SCHEDULE 7 / ANNEXE 7
ENGINEERING - MUNICIPAL PARKING LOTS /
INGÉNIERIE - STATIONNEMENTS MUNICIPAUX**

	2024 Proposed Fees / Frais \$	2025 Proposed Fees / Frais \$	2026 Proposed Fees / Frais \$
Place Moncton Place (6 am - 6 pm) (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel*	160.00	160.00	160.00
Alma Parking Garage (6 am - 6 pm) / Stationnement à étages Alma (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel*	160.00	160.00	160.00
Rue Seymour Street (6 am - 6 pm) (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel*	160.00	160.00	160.00
Marché Moncton Market (6 am - 6 pm) (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel	160.00	160.00	160.00
Riverfront Park (6 am - 6 pm) / Parc Riverain (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel*	125.00	125.00	125.00
Rue Robinson Street (6 am - 6 pm) (6 h à 18 h)			
Hourly rate / Tarif horaire	2.50	2.50	2.50
Daily rate / Tarif journalier	18.00	18.00	18.00
Monthly rate / Tarif mensuel*	160.00	160.00	160.00
Hourly night-time flat rate / Tarif horaire forfaitaire pour les parkings de nuit**			
Sunday - Saturday (6 pm-6 am) / dimanche - samedi (18 h à 6 h)	3.00	3.00	3.00
Street Meter/Digital Parking / Compteur de rue/parking numérique			
Monthly rate / Tarif mensuel	160.00	160.00	160.00
Parking vouchers / Bons de stationnement			
50 Vouchers / 50 bons	100.00	100.00	100.00
On-Street Parking Meters/Digital (Hourly rate) / Parcomètres sur rue/numérique (Tarif horaire)	2.50	2.50	2.50

* Plus HST / TVH en sus

*Saturday - Sunday 6 am - 6 pm (Parking lot and Meters are free) / samedi et dimanche de 6 h à 18 h (terrains de stationnement et espaces de stationnement sur rue gratuits)

*Weekdays Meters are free 6 pm-6 am / jours ouvrables de 6 h à 18 h (stationnement sur rue gratuit)

**Except Riverfront Parking lot / A l'exception du parking Riverfront

**SCHEDULE 8/ ANNEXE 8
FINANCE & ADMINISTRATION / FINANCES ET ADMINISTRATION**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Water & wastewater encumbrance certificate / Certificat de charge d'eau et d'eaux usées	50.00	50.00	50.00
Water & wastewater encumbrance certificate – vacant property / Certificat de charge d'eau et d'eaux usées – propriété inoccupée	30.00	30.00	30.00
Water & wastewater encumbrance certificate – Refinance/Refinancement	30.00	30.00	30.00
Non-sufficient funds charge / Frais pour paiement refusé	25.00	25.00	25.00
Interest on overdue accounts receivable / Intérêt sur les comptes clients en souffrance	1.5%/Mont h	1.5%/Mont h	1.5%/Mont h
	1,5 %/mois	1,5 %/mois	1,5 %/mois

HST does not apply / La TVH ne s'applique pas

**SCHEDULE 9 / ANNEXE 9
RECREATION - CROSSMAN COMMUNITY CENTRE - KAY ARENA
LOISIRS - CENTRE COMMUNAUTAIRE CROSSMAN - ARÉNA KAY**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Room (Hourly Rate) / Salle (tarif horaire)			
Multipurpose rooms / Salles multifonctionnelles	30.00	35.00	35.00
Gymnasium (Hourly Rate) / Gymnase (tarif horaire)			
Youth (18 and under) Not-for-profit activity / Activité à but non lucratif pour les 18 ans et moins	25.00	30.00	30.00
Adult Not-for-profit activity / Activité à but non lucratif pour les adultes	45.00	50.00	50.00
Private activity / Activité privée	50.00	50.00	50.00
Party Package / Location pour fête			
Gymnasium or ice surface and room / Gymnase ou patinoire et salle	130.00	130.00	130.00

HST included / TVH incluse

**SCHEDULE 10/ ANNEXE 10
LEGAL SERVICES / SERVICES JURIDIQUES**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Encroachment Agreement / Entente d'empiètement			
Preparation of agreement documents, seeking approvals and execution / Préparation des documents d'entente, demandes d'approbation et signatures	250.00	250.00	250.00
Preparation of release documents, seeking approvals and execution / Préparation des documents de quittance, demandes d'approbation et signatures	250.00	250.00	250.00

HST does not apply / La TVH ne s'applique pas

**SCHEDULE 11 / ANNEXE 11
MAGNETIC HILL ILLUSION / ILLUSION DE LA CÔTE MAGNÉTIQUE**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Per Vehicle / Par véhicule	7.00	7.00	7.00
Per Tour Bus / Par autocar	55.00	55.00	55.00

HST included / TVH incluse

**SCHEDULE 12 / ANNEXE 12
 MONCTON MARKET - VENDORS RENTALS /
 MARCHÉ MONCTON - LOCATION DE KIOSQUE**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Per Linear Foot / Par pied linéaire**			
New and/or casual vendors (Casual = under 6 months per year) Nouveaux marchands et marchands occasionnels (moins de 6 mois par an)	4.25	4.25	4.25
Permanent vendors in interior rows / Marchands permanents dans les rangées intérieures	3.25	3.25	3.25
Wall space with no counter behind / Espace au mur sans comptoir derrière	3.50	3.50	3.50
Wall space with counter behind / Espace au mur avec comptoir derrière	3.75	3.75	3.75
Outdoors (minimum of 10 feet) / À l'extérieur (minimum de 10 pieds)	3.50	3.50	3.50

** Electrical costs are an additional charge based on usage /

** Des frais additionnels s'appliquent pour l'électricité en fonction de l'usage

HST included / TVH incluse

SCHEDULE 13 / ANNEXE 13

RESURGO PLACE (MUSEUM) - ADMISSIONS / PLACE RESURGO (MUSÉE) - DROITS D'ENTRÉE

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Regular Admission / Entrée Individuelle			
Ages 0 to 3 / 0 à 3 ans	Free / Gratuit	Free / Gratuit	Free / Gratuit
Ages 4 to 11 / 4 à 11 ans	6.00	6.00	6.00
Ages 12 to 17 and student with a valid ID / 12 à 17 ans et étudiant avec carte d'identité	8.00	8.00	8.00
Ages 18 to 59 / 18 à 59 ans	12.00	12.00	12.00
Ages 60 and over / 60 ans ou plus	9.00	9.00	9.00
Companion of individual with disabilities or special needs / Accompagnateur d'un visiteur ayant un handicap ou des besoins spéciaux	Free / Gratuit	Free / Gratuit	Free / Gratuit
Family / Famille			
Family (4 members) / Famille (4 membres)	25.00	25.00	25.00
Additional child (ages 4 to 11) / Enfant supplémentaire (4 à 11 ans)	3.00	3.00	3.00
Additional youth (ages 12-17) or student with a valid ID / Jeune (12 à 17 ans) ou étudiant supplémentaire avec carte d'identité	5.00	5.00	5.00
Group (10 or more) price per person / Groupe (10 ou plus) tarif par personne			
Ages 4 to 17 / 4 à 17 ans	4.00	4.00	4.00
School Visit / Visite scolaire	3.00	3.00	3.00
Ages 18 to 59 / 18 à 59 ans	8.00	8.00	8.00
Ages 60 and over / 60 ans ou plus	6.00	6.00	6.00
Chaperones / Accompagnateurs	Free / Gratuit	Free / Gratuit	Free / Gratuit
Guided Tour / Visite guidée			
Up to 25 people / jusqu'à 25 personnes	30.00	30.00	30.00
Annual Pass (valid for a year from date of purchase) / Laissez-passer annuel (valide pour un an à compter de la date d'achat)			
Ages 4 to 17 and student with a valid ID / 4 à 17 ans et étudiant avec carte d'identité	21.00	21.00	21.00
Ages 18 and over / 18 ans et plus	30.00	30.00	30.00
Family (4 members) / Famille (4 membres)	72.00	72.00	72.00
Duo (2 persons) / Duo (2 personnes)	50.00	50.00	50.00
Birthday Party / Fête d'enfants			
10 children & 2 chaperones / 10 enfants et 2 accompagnateurs adultes	150.00	150.00	150.00
Additional child / Enfant supplémentaire	12.00	12.00	12.00
HST included / TVH incluse			

SCHEDULE 14 / ANNEXE 14
RESURGO PLACE (MUSEUM) - FACILITY RENTALS /
PLACE RESURGO (MUSÉE) - LOCATION DE SALLES

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Galley / La Coquerie			
Regular Rate (per hour) / Tarif général (par heure)	85.00	85.00	90.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	55.00	55.00	60.00
Galerie Union Centre			
Regular Rate (per hour) / Tarif général (par heure)*	85.00	85.00	90.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)*	55.00	55.00	60.00
Conference Room / Salle de conférence			
Regular Rate (per hour) / Tarif général (par heure)	85.00	85.00	90.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	55.00	55.00	60.00
Lobby / Hall d'entrée			
Regular Rate (per hour) / Tarif général (par heure)*	100.00	100.00	105.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)*	70.00	70.00	75.00
Mezzanine			
Regular Rate (per hour) / Tarif général (par heure)*	100.00	100.00	175.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)*	70.00	70.00	145.00
Mezzanine & Lobby / Mezzanine et hall d'entrée			
Regular Rate (per hour) / Tarif général (par heure)	175.00	175.00	180.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	145.00	145.00	150.00
Learning Centre / Centre d'apprentissage			
Regular Rate (per hour) / Tarif général (par heure)	85.00	85.00	90.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	55.00	55.00	60.00
Transportation Discovery Centre (TDC) / Centre de découverte des transports (CDT)			
Regular Rate (per hour) / Tarif général (par heure)	150.00	150.00	155.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	120.00	120.00	125.00
TDC & Galleries / CDT et galeries			
Regular Rate (per hour) / Tarif général (par heure)	175.00	175.00	180.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	145.00	145.00	150.00

SCHEDULE 14 / ANNEXE 14
RESURGO PLACE (MUSEUM) - FACILITY RENTALS /
PLACE RESURGO (MUSÉE) - LOCATION DE SALLES

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Cancelation fee / Frais d'annulation	25.00	25.00	25.00
Last minute bookings (within 48 hours) / Réservation tardive (dans les 48 heures)	40.00	40.00	40.00
Monday to Saturday (12 am to 8 am) / Lundi au samedi (minuit à 8 h)	50.00	50.00	50.00
Sunday (12 am to 12 pm) / Dimanche (minuit à midi)	50.00	50.00	50.00
Cleaning (per hour) / Nettoyage (par heure)	20.00	20.00	20.00
Security (per hour) / Sécurité (par heure)	25.00	25.00	25.00
Podium	35.00	35.00	35.00
Screen & projector / Écran et projecteur	30.00	30.00	30.00
Flip chart / Tableau de papier	10.00	10.00	10.00
Whiteboard / Tableau Blanc	15.00	15.00	15.00
Easel / Chevalet	5.00	5.00	5.00
Music Stand / Lutrin	5.00	5.00	5.00
Bistro table with linen (per table) / Table bistro avec nappe (par table)	10.00	10.00	10.00
Round table with linen (per table) / Table ronde avec nappe (par table)	7.00	7.00	7.00
Linens (per table) / Nappes (par table)	6.00	6.00	6.00
Mic / Micro	10.00	10.00	10.00
Speaker / Haut-parleur	10.00	10.00	10.00
Wireless Mic / Micro sans fil	10.00	10.00	10.00
Coffee & tea with mugs / Thé et café avec des tasses	15.00	15.00	15.00
*Extra charge of \$50 shall apply during hours of operation / *Frais supplémentaire de 50 \$ durant les heures d'ouverture			
Plus HST / TVH en sus			

SCHEDULE 14 / ANNEXE 14			
RESURGO PLACE (MUSEUM) - FACILITY RENTALS /			
PLACE RESURGO (MUSÉE) - LOCATION DE SALLES			
	2024	2025	2026
	Proposed	Proposed	Proposed
	Fees / Frais	Fees / Frais	Fees / Frais
	(\$)	(\$)	(\$)
Free Meeting House / Temple libre			
Regular Rate (per hour) / Tarif général (par heure)	100.00	100.00	105.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	70.00	70.00	75.00
Maison Thomas Williams House - Rentals / Locations			
Regular Rate (per hour) / Tarif général (par heure)	100.00	100.00	105.00
Not-for-profit organization (per hour) / Organisme sans but lucratif (par heure)	70.00	70.00	75.00
Maison Thomas Williams House - Leases / Baux (Monthly / chaque mois)			
Room 1 / Chambre un	146.06	149.36	160.67
Room 2 / Chambre deux	128.83	128.83	141.71
Room 3 / Chambre trois	37.94	37.94	41.73
Room 5 / Chambre cinq	132.12	132.12	145.33
Room 6 / Chambre six	134.05	134.05	147.46
Wedding Packages / Forfaits de mariage			
Wedding down payment fee / Frais d'acompte de mariage	50.00	50.00	50.00
Free Meeting House (May 1 – Sept. 30) / Temple libre (1 ^{er} mai au 30 sept.)	175.00	180.00	180.00
Free Meeting House (Oct. 1 – April 30) / Temple libre (1 ^{er} oct. au 30 avril)	225.00	230.00	230.00
Forfait Georgian Package	325.00	330.00	330.00
Forfait Parsons Package	625.00	630.00	630.00
Forfait Portsmouth Package	775.00	800.00	800.00
Thomas Williams House Wedding Photos /			
Photos de mariage à la Maison Thomas-Williams			
Hourly rate / Tarif horaire	100.00	100.00	105.00
8 hours / 8 heures	600.00	600.00	605.00

**SCHEDULE 15 / ANNEXE 15
 RIGHT TO INFORMATION AND PROTECTION OF PRIVACY ACT (RTIPPA) /
 LOI SUR LE DROIT À L'INFORMATION ET LA PROTECTION DE LA VIE PRIVÉE**

	2024 Proposed Fees / Charges (\$)	2025 Proposed Fees / Charges (\$)	2026 Proposed Fees / Charges (\$)
Application, Search, Preparation, Copying and Delivery Services / Demande et services de recherche, de préparation, de copie et de livraison			
Application / Demande	N/A / S.O.	N/A / S.O.	N/A / S.O.
Search and preparation / Recherche et préparation	N/A / S.O.	N/A / S.O.	N/A / S.O.
Copying / Copie	N/A / S.O.	N/A / S.O.	N/A / S.O.
Computer programming and data processing / Programmation informatique ou de traitement de données	N/A / S.O.	N/A / S.O.	N/A / S.O.
Mail and courier delivery / Poste et service de messagerie	N/A / S.O.	N/A / S.O.	N/A / S.O.
NOTE – Authority has not been provided under the <i>Right to Information and Protection of Privacy Act</i> for public bodies to charge fees in relation to information requests. / REMARQUE : La <i>Loi sur le droit à l'information et la protection de la vie privée</i> n'autorise pas les organismes publics à imposer des frais pour les demandes d'information.			

SCHEDULE 16/ ANNEXE 16
RECREATION - SPORT FIELD RENTALS (ADULTS) /
LOISIRS - FRAIS DE LOCATION DES TERRAINS DE SPORT (ADULTES)

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Fields / Terrains			
Hourly Rate / Tarif horaire			
Turf Field / Terrain de gazon	66.00	66.00	73.00
Kiwanis Baseball Park / Terrain de baseball du parc Kiwanis	66.00	66.00	73.00
Hour Session / Séance d'une heure			
Class A Field / Terrain de catégorie A	11.00	12.00	13.00
Class B Field / Terrain de catégorie B	9.00	10.00	11.00
Class C Field / Terrain de catégorie C	7.00	8.00	9.00
Tournament / Tournoi			
Class A Field / Terrain de catégorie A	17.00	17.00	17.00
Class B Field / Terrain de catégorie B	17.00	17.00	17.00
Class C Field / Terrain de catégorie C	17.00	17.00	17.00
Seasonal Rental / Location saisonnière			
Class A Field / Terrain de catégorie A	550.00	550.00	575.00
Class B Field / Terrain de catégorie B	505.00	505.00	530.00
Class C Field / Terrain de catégorie C	330.00	330.00	355.00
Lights (Turf Fields) / Éclairage (terrains de gazon)			
Per Hour / Par heure	30.00	30.00	35.00
User Fees for Youth / Frais d'utilisation par jeunes			
Per athlete / Par athlète	10.00	10.00	10.00
Plus HST / Taxe en sus			
Field Classification / Classification des terrains			
Class A - Fenced in with lights, backstop, bleachers, regulation size, controlled access for admission			
Catégorie A – Clôture avec éclairage, grillage de sécurité, gradins, superficie réglementaire et accès réglementé pour l'entrée des spectateurs			
Class B - Regulation size, backstop, bleachers, limited control for admission purposes			
Catégorie B – Superficie réglementaire, grillage de sécurité, gradins, contrôle limité pour l'entrée des spectateurs			
Class C - Not necessarily regulation size, limited fencing and maintenance			
Catégorie C – Superficie non nécessairement réglementaire, clôture et entretien limités			

SCHEDULE 17 / ANNEXE 17

PLANNING AND DEVELOPMENT / URBANISME ET AMÉNAGEMENT

	2024 Proposed Fees / Frais \$	2025 Proposed Fees / Frais \$	2026 Proposed Fees / Frais \$
Zoning By-law / Arrêté de zonage			
Application to amend Zoning By-law / Demande de modification de l'Arrêté de zonage	3070.00	3147.00	3226.00
Application to amend Municipal Plan or Secondary Municipal Plan / Demande de modification du Plan municipal ou du Plan municipal secondaire	3905.00	4004.00	4104.00
Temporary use application / Frais de demande pour usage temporaire	502.00	515.00	528.00
Variance application for single, two unit dwelling & semi-detached / Demande de dérogation pour habitation unifamiliale, bifamiliale ou jumelée	502.00	515.00	528.00
Variance application for multiple unit dwelling, commercial, industrial and all other uses / Demande de dérogation pour habitation multifamiliale, bâtiment commercial, bâtiment industriel et tout autre usage	728.00	746.00	765.00
Ruling of similar or compatible permitted use / Réglementation des utilisations comparables ou compatibles	502.00	515.00	528.00
Zoning confirmation letter / Lettre de confirmation de zonage	144.00	148.00	152.00
Zoning compliance letter / Lettre de conformité de zonage	144.00	148.00	152.00
Development permit for single unit dwelling, two unit dwelling or semi-detached dwelling / Permis d'aménagement pour habitation unifamiliale, bifamiliale ou jumelée	56.00	57.00	58.00
Development permit for manufactured dwelling, addition or renovations to a single unit dwelling, manufactured dwelling, two unit dwelling or semi-detached dwelling / Permis d'aménagement pour habitation préfabriquée, addition ou rénovation d'un habitation unifamiliale, habitation préfabriquée, bifamiliale ou jumelée	41.00	42.00	43.00
Development permit for secondary use, accessory building or structure, vending facility, temporary building or structure or a demolition of a building or structure / Permis d'aménagement pour usage secondaire, bâtiment ou construction accessoire, installation de vente, bâtiment ou construction temporaire ou d'un projet de démolition d'un bâtiment ou de construction	41.00	42.00	43.00
Development permit for site preparation work related to an approved subdivision / Permis d'aménagement pour travaux de préparation du chantier se rapportant à un lotissement approuvé	118.00	121.00	124.00

SCHEDULE 17 / ANNEXE 17

PLANNING AND DEVELOPMENT / URBANISME ET AMÉNAGEMENT

	2024 Proposed Fees / Frais \$	2025 Proposed Fees / Frais \$	2026 Proposed Fees / Frais \$
For other development with a construction value of: /S'agissant de tout autre aménagement :			
under \$10,000; / si la valeur de construction est inférieure à 10 000 \$,	56.00	57.00	58.00
equal to or greater than \$10,000 and less than \$500,000; / si la valeur de construction est égale ou supérieure à 10 000 \$ et inférieure à 500 000 \$,	169.00	173.00	177.00
equal to or greater than \$500,000 and less than \$1,000,000; / si la valeur de construction est égale ou supérieure à 500 000 \$ et inférieure à 1 000 000 \$,	287.00	294.00	301.00
equal to or greater than \$1,000,000 and less than \$5,000,000; and / si la valeur de construction est égale ou supérieure à 1 000 000 \$ et inférieur à 5 000 000 \$,	502.00	515.00	528.00
equal to or greater than \$5,000,000 / si la valeur de construction est égale ou supérieure à 5 000 000 \$	727.00	745.00	764.00
Terms and conditions application / Demande de permis d'aménagement donnant lieu à l'imposition de conditions	502.00	515.00	528.00
Non-conforming use application / Demande de permis d'aménagement à l'égard d'un usage non conforme	502.00	515.00	528.00
Application to injure or destroy a tree / Demande de mutiler ou détruire un arbre	117.00	120.00	123.00
Subdivision of Lands By-law / Arrêté de lotissement de terrains			
Type 1 Subdivision Application / Demande de lotissement de type 1	390.00	400.00	410.00
Type 2 Subdivision Application / Demande de lotissement de type 2	615.00	630.00	646.00
Subdivision agreement / Accord de lotissement	1117.00	1145.00	1174.00
Each lot or parcel created by subdivision / Chaque parcelle ou lot créé par le lotissement	277.00	284.00	291.00
Instrument Approvals (per instrument) / Approbation de document (par document)	118.00	121.00	124.00
Renewal of expired tentative plan approval / Renouvellement de l'approbation d'un plan provisoire expiré	287.00	294.00	301.00
Antenna Systems Siting Policy / Politique pour le choix de l'emplacement des systèmes d'antennes			
Application for of telecommunication towers / Demande d'installation d'antennes de télécommunication	2783.00	2853.00	2924.00

HST does not apply / La TVH ne s'applique pas

SCHEDULE 18 / ANNEXE 18

WATER AND WASTEWATER / EAU ET EAUX USÉES

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Miscellaneous Service Fees / Frais divers			
Fire main 150 mm (6 in) / Conduite principale 150 mm (6 po)	11.23	11.23	11.23
Fire main 200 mm (8 in) / Conduite principale 200 mm (8 po)	13.53	13.53	13.53
Fire main 250 mm (10 in) and greater / Conduite principale 250 mm (10 po) ou plus	15.77	15.77	15.77
Private hydrant / Borne-fontaine privée	28.82	28.82	28.82
Supervision of fire flow test / Supervision du test de débit - protection incendie	225.00	225.00	225.00
Water service connection activation / Activation du service d'eau	255.00	255.00	255.00
Water service "ON/OFF" / Interruption et réactivation*	80.00	80.00	80.00
Water service tap 19-25 mm (3/4-1 in) (including labour) / Raccord pour service d'eau 19 à 25 mm (3/4 po à 1 po) (main-d'oeuvre comprise)	150.00	150.00	150.00
Water service tap 38-50 mm (1 ½-2 in) (including labour) / Raccord pour service d'eau 38 à 50 mm (1 ½ po à 2 po) (main d'oeuvre comprise)	250.00	250.00	250.00
Water service tap over 50 mm (2 in) (including labour) / Raccord pour service d'eau plus de 50 mm (2 po) (main d'oeuvre comprise)	550.00	550.00	550.00
Dumping station (unmetered waste) / Station de vidange (déchets non mesurés)	540.00	540.00	540.00
Water main Disinfection-local improvement / Conduite d'eau Dinsinfection- Amélioration locale	600.00	600.00	600.00
Water main Disinfection-Site development / Conduite d'eau Dinsinfection-Développement du site	400.00	400.00	400.00
Backflow device and water meter assembly - set up, testing and removal / Dispositif anti-refoulement et compteur d'eau - Installation, test et retrait	150.00	150.00	150.00
Backflow device and water meter assembly - weekly rental / Dispositif anti-refoulement et compteur d'eau - location (par semaine)	25.00	25.00	25.00
Bulk Water Rates / Tarif d'eau en vrac			
Based on volumes (Schedule 19) / D'après la consommation (Annexe 19)			
Backflow device and water meter assembly - bulk water consumption (Schedule 19) / Dispositif anti-refoulement et compteur d'eau - Eau en vrac (Annexe 19)			
* Plus HST / TVH en sus			

SCHEDULE 19 / ANNEXE 19 WATER AND WASTEWATER / EAU ET EAUX USÉES	
Water and Wastewater Rate / Tarifs d'eau et d'eaux usées	2024 Proposed Proposed Fees / Frais (\$)
Water - Fixed Fee by Service Size / Eau - tarif fixe par diamètre de conduite	
	Monthly / Mensuel
19 mm (5/8 - 3/4 in / po)	14.27 (42.81 quarterly **)
25 mm (1 in / po)	35.67
38 mm (1½ in / po)	57.06
50 mm (2 in / po)	71.33
75 mm (3 in / po)	156.93
100 mm (4 in / po)	199.73
150 mm (6 in / po)	299.59
200 mm (8 in) or greater - 200 mm (8 po) ou plus	413.72
Water - Consumption / Eau - consommation	
0 - 1200 m³	1.553/m³
> 1200 m³	1.009/m³
Wastewater - Fixed Fee by Service Size / Eaux usées - frais mensuels fixes	
19 mm (5/8 - 3/4 in / po)	11.18 (33.54 quarterly**)
25 mm (1 in / po)	27.94
38 mm (1½ in / po)	44.70
50 mm (2 in / po)	55.88
75 mm (3 in / po)	122.93
100 mm (4 in / po)	156.46
150 mm (6 in / po)	234.69
200 mm (8 in) or greater - 200 mm (8 po) ou plus	324.09
Wastewater - Consumption / Eaux usées - consommation	
0-1200 m³	0.655/m³
> 1200 m³	0.426/m³
TransAqua (Wastewater Treatment Facility) / TransAqua (station de traitement des eaux usées)	
Residential fixed fee / Frais fixe résidentiel	210.00 annual (52.50 quarterly**)
Commercial consumption fee / Frais de consommation commerciale	
0-1200 m³	0.950/m³
> 1200 m³	0.650/m³

**** Includes all residential users / Pour tous les utilisateurs résidentiels**

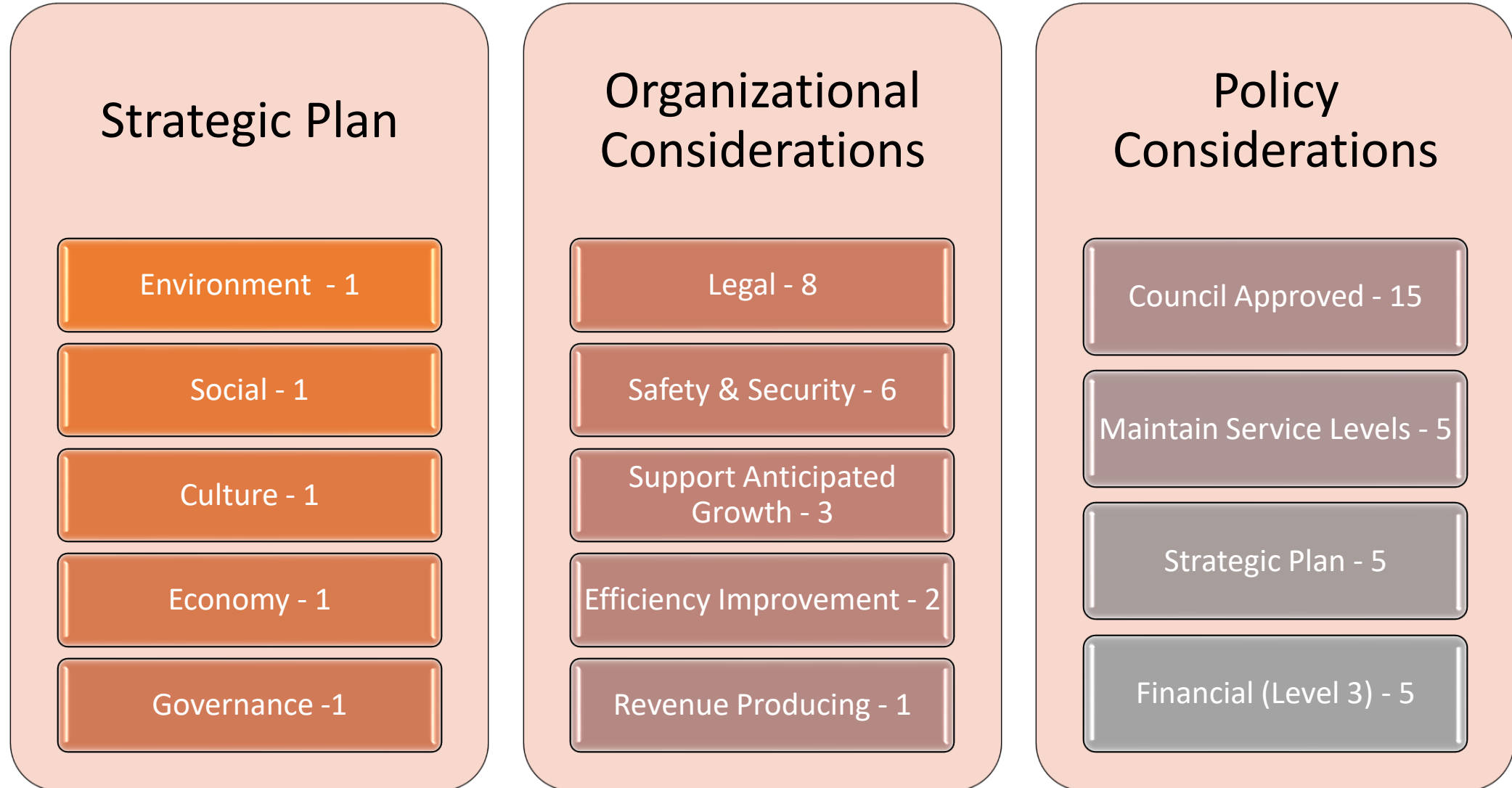
**SCHEDULE 20 / ANNEXE 20
MAGNETIC HILL ZOO - ADMISSION /
ZOO DE MAGNETIC HILL - DROITS D'ENTRÉE**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Regular Admission / Droits d'entrée			
Beginning of April to Victoria Day wknd/ Du début avril à la fin de semaine de la fête de la Reine			
Ages 19-59 / 19 à 59 ans	9.00	9.00	9.00
Ages 60 and over, youth 13-18 / 60 et plus, 13 à 18 ans	8.00	8.00	8.00
Ages 3-12 / 3 à 12 ans	6.00	6.00	6.00
Ages 0-2 / 2 ans ou moins	Free / Gratuit	Free / Gratuit	Free / Gratuit
Tuesday after Victoria Day to the end of school year /Du mardi suivant la fête de la Reine à la fin de l'année scolaire			
Ages 19-59 / 19 à 59 ans	14.00	15.00	15.00
Ages 60 and over, youth 13-18 / 60 et plus, 13 à 18 ans	13.00	14.00	14.00
Ages 3-12 / 3 à 12 ans	11.00	12.00	12.00
Ages 0-2 / 2 ans ou moins	Free / Gratuit	Free / Gratuit	Free / Gratuit
End of school year to the end of Labour Day Weekend /De la fin de l'année scolaire au lundi de la fête du Travail			
Ages 19-59 / 19 à 59 ans	17.00	18.00	18.00
Ages 60 and over, youth 13-18 / 60 et plus, 13 à 18 ans	16.00	17.00	17.00
Ages 3-12 / 3 à 12 ans	14.00	15.00	15.00
Ages 0-2 / 2 ans ou moins	Free / Gratuit	Free / Gratuit	Free / Gratuit
Tuesday after Labour Day to end of October /Du mardi suivant la fête du Travail à la fin octobre			
Ages 19-59 / 19 à 59 ans	15.00	16.00	16.00
Ages 60 and over, youth 13-18 / 60 et plus, 13 à 18 ans	14.00	15.00	15.00
Ages 3-12 / 3 à 12 ans	12.00	13.00	13.00
Ages 0-2 / 2 ans ou moins	Free / Gratuit	Free / Gratuit	Free / Gratuit

**SCHEDULE 21 / ANNEXE 21
MAGNETIC HILL ZOO - EDUCATIONAL CAMPS / ZOO DE MAGNETIC HILL - CAMPS**

	2024 Proposed Fees / Frais (\$)	2025 Proposed Fees / Frais (\$)	2026 Proposed Fees / Frais (\$)
Educational Camps / Camps éducatifs			
Ages 5-7 / De 5 à 7 ans			
5 day week / 5 jours par semaine	230.00	230.00	230.00
4 day week / 4 jours par semaine	185.00	185.00	185.00
One day camp / Camp d'un jour	50.00	50.00	50.00
Home school camp / Camp de l'enseignement à domicile	25.00	25.00	25.00
Ages 8-10 / De 8 à 10 ans			
5 day week / 5 jours par semaine	250.00	250.00	250.00
4 day week / 4 jours par semaine	200.00	200.00	200.00
One day camp / Camp d'un jour	50.00	50.00	50.00
Home school camp / Camp de l'enseignement à domicile	25.00	25.00	25.00
Ages 11-13 / De 11 à 13 ans			
5 day week / 5 jours par semaine	270.00	270.00	270.00
4 day week / 4 jours par semaine	215.00	215.00	215.00
Ages 14-17 / De 14 à 17 ans			
5 day week / 5 jours par semaine	280.00	280.00	280.00
4 day week / 4 jours par semaine	225.00	225.00	225.00
Events / Événements			
Behind the scene / Visite en coulisses	55.00	55.00	55.00
Enrichement Workshops / Ateliers sur l'enrichissement animalier	35.00	35.00	35.00
HST included / TVH incluse			

Level 2 & 3 Scoring Criteria – Point System



Level 2 & 3 Budget Requests Summary

Description	Funds	Levels	2024	2025	2026
Revenue Matrix	Operating	Level 2	(168,911)	(330,822)	(409,454)
Internal Audit	Operating	Level 2	(80,405)	-	(81,500)
Operating Impact - Quenchy Buggy	Operating	Level 2	-	-	-
New Mechanic for Fire Equipment	Operating	Level 2	-	-	-
1 FTE - Operations Supervisor	Operating	Level 2	-	-	-
Convert Student Painting Funding to Contract Painting	Operating	Level 2	-	-	-
Operating Impact - Purchase of Salter Unit	Operating	Level 2	3,000	3,000	3,000
Operating Impact - Combination Truck	Operating	Level 2	5,000	5,000	5,000
Purchase of Colpron Trailer - Operating Cost	Operating	Level 2	8,000	8,000	8,000
Increase Funding - Block Party	Operating	Level 2	10,000	10,000	10,000
Heritage Grant	Operating	Level 2	10,000	10,000	10,000
Increase Scheduling Fees Nustadia	Operating	Level 2	10,000	10,000	10,000
Increase BYOD amount from \$30 to \$50	Operating	Level 2	11,520	11,520	11,520
Program Funding - Environment	Operating	Level 2	12,000	12,000	12,000
Operating Impact - Two Electric Vehicles - Bylaw Compliance & Plumbing Inspector	Operating	Level 2	13,500	13,500	13,500
Additional Funding - Polar Fest	Operating	Level 2	15,000	25,000	25,000
Operating Impact - Purchase of Truck for Sign Shop	Operating	Level 2	20,000	20,000	20,000
Protective Services Organizational Restructuring - Partially Funded by Director Position	Operating	Level 2	24,808	25,357	25,861
Repair of the Salt Dome	Operating	Level 2	25,000	25,000	25,000
DEI Committee Funds	Operating	Level 2	25,000	25,000	25,000
Active Transportation - Program Funding	Operating	Level 2	30,000	30,000	30,000
Employee Events & Corporate Team Building	Operating	Level 2	40,000	40,000	40,000
Operating Impact - Purchase of Mini Loader	Operating	Level 2	40,750	40,750	40,750
Aquatic Program Funding	Operating	Level 2	45,000	45,000	45,000
Corporate Signage	Operating	Level 2	50,000	100,000	100,000
Program Funds for All Wheels Park	Operating	Level 2	50,000	52,000	54,000
1 FTE - Sidewalk Operations	Operating	Level 2	61,832	63,595	65,234
New Cyber Security Analyst	Operating	Level 2	96,166	100,366	106,110
New Mechanic - Codiac Transit Growth	Operating	Level 2	101,086	103,974	103,974
Life Cycle for Two Fire Trucks - Hazmat, Special Ops & Fire Engine	Operating	Level 2	104,000	104,000	104,000
New Junior Transportation Engineer	Operating	Level 2	111,816	116,703	123,326
Operating Impact - Berry Mills Snow Contract Termination	Operating	Level 2	(124,441)	(124,441)	(124,441)
Codiac Transpo Service Extension	Operating	Level 2	237,759	448,043	448,043
Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic	Operating	Level 2	248,307	255,432	262,275
Year Round Downtown Clean-Up DMCI Funding	Operating	Level 2	300,000	360,000	360,000
4 FTEs - Fire Fighter Relievers	Operating	Level 2	326,092	384,588	408,536

Description	Funds	Levels	2024	2025	2026
Convert casuals to 7 FTE	Operating	Level 2	383,940	402,005	423,223
Additional Cost to Support Ability Transit Services	Operating	Level 2	500,000	500,000	500,000
Increase Capital from Operating to Support Inflation on Capital Projects	Operating	Level 2	2,400,000	2,400,000	2,400,000
Purchase of Salter Unit	Operating	Level 3	15,000	-	-
Lifeguard Equipment Renewal	Operating	Level 3	15,000	-	-
Electric Mobility Strategy	Operating	Level 3	20,000	-	-
New Visitor Information Kiosk/Area at Airport Partnership with DMO	Operating	Level 3	32,500	-	-
Purchase of Colpron Trailer	Operating	Level 3	35,000	-	-
Car Share Program	Operating	Level 3	50,000	50,000	30,000
Conversion of Catch Basin Cleaner to Combination Truck	Operating	Level 3	54,000	-	-
Strategic Planning Finalization - Professional Services	Operating	Level 3	75,000	-	-
Purchase of Truck for Sign Shop	Operating	Level 3	100,000	-	-
Fire Mater Plan	Operating	Level 3	100,000	-	-
Review of Municipal Plan	Operating	Level 3	110,000	200,000	-
Two New Electric Vehicles - Bylaw Compliance & Plumbing Inspector	Operating	Level 3	120,000	-	-
Purchase of Mini Loaders for Sidewalk Operations	Operating	Level 3	180,000	-	-
Impact of Berry Mills Snow Contract Termination	Operating	Level 3	480,000	-	-
Digital Transformation Implementation Plan	Operating	Level 3	540,000	540,000	-
Operating Fund Total			6,872,319	6,084,570	5,232,957
Revenue Matrix	Utility	Level 2	(13,620)	(13,620)	(13,620)
4x4/UTV and Snow Tracks - annual costs	Utility	Level 2	7,750	7,750	7,750
Asphalt Recycler - 10-ton Capacity Bagella - Annual Costs	Utility	Level 2	(116,500)	(130,000)	(130,000)
New Utility Operator 1 / Labourer 1	Utility	Level 2	80,343	82,653	84,852
Utility User Fee Charges	Utility	Level 2	(862,190)	(862,190)	(862,190)
Operator Training	Utility	Level 2	20,000	20,000	20,000
New Utility Trailer	Utility	Level 3	9,500	1,500	1,500
New Dump Trailer	Utility	Level 3	11,500	1,500	1,500
New Boat and Hauling Trailer	Utility	Level 3	11,500	1,500	1,500
New 4x4 UTV and Snow Tracks	Utility	Level 3	30,000	-	-
Asphalt Recycler - 10-Ton Capacity Bagella	Utility	Level 3	200,000	-	-
New Storage Tank - Reservoir Generators	Utility	Level 3	25,000	-	-
Hydrant Signage and Markers	Utility	Level 3	25,000	25,000	25,000
Backflow/Private Hydrant/FOG (Fat Oil Grease) Software	Utility	Level 3	35,000	15,000	15,000
Diesel Pump Repair - Highfield Pumping Station	Utility	Level 3	20,000	-	-
Generator Wiring Connectors	Utility	Level 3	15,000	-	-
Lift Station Pump Upgrades	Utility	Level 3	60,000	60,000	60,000
Fencing for 14 Lift Station Locations	Utility	Level 3	50,000	50,000	50,000
Utility Fund Total			(391,717)	(740,907)	(738,708)

Significant Changes – General Operating Fund

2024 Significant Changes from 2023	Level 1	2024 Significant Additions	Level 2	Level 3
Expense Increases -				
* Grants- primarily Community Organizations and Downtown Grants	250,260	* Convert Casuals to 7 FTE - Magnetic Hill Zoo	383,940	
* Fiscal Costs (including Capital from Operating)	2,617,359	* Fire Fighters Relievers 4 FTE	326,092	
* Contract Costs- Snow, Maintenance, Hired Equipment etc	829,882	* Codiac Extension of Service	237,759	
* Professional Services - Assessment Costs	252,277	* Capital from Operating to support Capital program	2,400,000	
* Maintenance/Supplies/Materials	2,997,079	* DMCI Funding for Downtown Clean up	300,000	
* Water Costs incurred from Utility	476,502	* Snow Operations, Line Painting, Bike Lanes, Traffic - 3 FTEs	248,307	
* CRPA Contract (net of CRPA surplus application)	271,598	* Ability Transit Services support	500,000	
* Deposits to Reserves	2,028,515			
* Utilities	202,869			
* Wages and Benefits	3,742,477	* Digital Transformation Implementation and Staff Support		540,000
* Promotional (Includes transfer of Tourism Levy to DMO and Events Moncton)	2,513,373	* Municipal Plan Review		110,000
		* Fire Master Plan		100,000
		* Various Fleet Equipment Additions		880,000
Changes to Revenue (Increase)/Decrease				
* Revenues- bus fares	(824,688)			
* Equalization Funding- Province of NB	646,610			
* Parking Revenue	180,778			
* Net change in Previous Years deficit carried forward	407,264			
* Tourism Levy	(2,442,500)			
Expense Reductions				
* Professional Services - Other	(183,267)		4,396,098	1,630,000
* Equipment	(120,299)	Other Revenue (increases) decreases	148,352	
	13,846,089			
* All other level 1 increases , Net	1,936,473	All other, Net	401,369	296,500
Net level 1 increase (decrease) - 8.28% increase	15,782,562	Net level 2/3 increase recommended	4,945,819	1,926,500
	A		B	C
Above funded by -				
Total additional costs - Level 1/2/3 (A + B + C)	22,654,881			
Increased assessment (net of Equalization Grant change)	16,265,136			

2024 Significant Changes from 2023					
Division	Area	GL Category	Description	Significant Change	
<u>Grants</u>	<u>Grants</u>	Contracts	Library/Increase in lease	\$ 30,843	
		Grants	Increase in Community Grants	\$ 311,829	
		Grants	Moncton Industrial Development	\$ 60,045	
		Grants	South East Regional Service Commission offset in Other Admin	\$ (375,102)	
<u>Governance and Corporate Management</u>	<u>Mayor and Council</u>	Professional Development	Increase in meeting costs due to inflation	\$ 7,621	
		<u>Chief Administrative Officer</u>	Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (24,666)
	<u>Intergovernmental Affairs</u>	Contracts	Removal of Level 3 in 2023 for Social Inclusion Plan update	\$ (100,000)	
		Professional Services- Other	Removal of Level 3 in 2023 for Library Branch Needs Analysis	\$ (49,875)	
	<u>Corporate Service</u>	<u>Corporate Communication</u>	Wages and Benefits	Contractual and normal increases	\$ 32,691
			Promotional	Removal of Level 3 in 2023 for Public Safety Action Plan	\$ (8,230)
			Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (11,534)
<u>Customer Service</u>		Wages and Benefits	Addition of 2 FTE's in 2023; Contractual and normal increases; No allocation to Operations Division in 2024	\$ 627,374	
		Transfers/Recoveries	Reallocated recovery from Wages & Benefits, offset by change in allocations to Utility Fund	\$ (186,938)	
<u>Human Resources</u>		Wages and Benefits	Addition of 1 FTE in 2023; Increase in cost for Recruiter position; Contractual and normal increases	\$ 180,711	
		Professional Development	Removal of Level 3 in 2023 for DEI Training	\$ (48,424)	
		Professional Services	Decrease in DMC Disability Case Management to fund new position	\$ (66,090)	
		Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (56,042)	
<u>Information Systems</u>		Wages and Benefits	Contractual and normal increases	\$ 136,032	
	Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (30,825)		
<u>Information Steering</u>	Maintenance Contracts	Increase in cost of computer software and application maintenance contracts	\$ 74,083		
	Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (26,619)		

<i>2024 Significant Changes from 2023</i>				
<i>Division</i>	<i>Area</i>	<i>GL Category</i>	<i>Description</i>	<i>Significant Change</i>
<u>Legal and City Clerk Services</u>	<u>Strategic Initiatives</u>	Wages and Benefits	Contractual and normal increases	\$ 31,000
		Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (7,893)
	<u>Legal</u>	Wages and Benefits	Contractual and normal increases	\$ 69,480
		Transfers/Recoveries	Recovery of expenses allocated to Utilities	\$ (59,213)
	<u>City Clerk</u>	Wages and Benefits	Contractual and normal increases	\$ 21,570
<u>Finance and Administration</u>	<u>Finance</u>	Wages and Benefits	Contractual and normal increases	\$ 73,172
		Transfers/Recoveries	Recovery of expenses allocated to Utilities and recovery from Tourism Levy	\$ (92,524)
	<u>Fiscal Services</u>	Revenue	Increase based on change in Prime rate	\$ 2,615,912
		Capital from Operating	Interest mitigation strategy	\$ 1,568,676
		Fiscal Services	Net change in debenture, principal and interest, reserve interest	\$ 1,048,683
	<u>Fleet</u>	Deposit to Reserves	Decrease due to recalculation of Asset Inventory Replacement Cost	\$ (85,888)
		Maintenance & Repairs	Increase in costs due to inflation	\$ 115,950
		Professional Services	Removal of Level 3 in 2023 for Electric Vehicle Study	\$ (37,500)
		Supplies & Materials	Increase in costs due to inflation	\$ 246,565
		Transfers/Recoveries	Increase in fleet charges based on workplan and usage	\$ (304,279)
	<u>Other Admin</u>	Contingencies	Human Resource related matters offset with utility cost contingency reduction	\$ 190,196
		Deposit to Reserves	Decrease in Local Service District Reserve	\$ (304,765)
		Deposit to Reserves	Increase in Council Contingency Reserve and in Life Cycle Reserve	\$ 242,473
		Insurance/Property Taxes	Increase in insurance and property taxes	\$ 47,452
Professional Services		Increase in costs due to inflation	\$ 13,323	
Professional Services - Assessment		Increase in assessment costs based on assessment growth	\$ 252,277	
Supplies and Materials		Direct costs for Local Service District- Revenue netted out in 2023	\$ 515,681	

<i>2024 Significant Changes from 2023</i>					
<i>Division</i>	<i>Area</i>	<i>GL Category</i>	<i>Description</i>		<i>Significant Change</i>
<u>Sustainable Growth and Development</u>					
	<u>Engineering Admin</u>	Revenue	Increase in rates for line painting from PNB	\$	53,875
		Wages and Benefits	Contractual and normal increases less transfer of staff to Environmental Planning and Management	\$	(129,057)
		Professional Services / Special Events	Transfer of costs to Environmental Planning and Management	\$	(35,697)
		Hired Equipment	Increase to reflect demand for curb cuts and in costs due to inflation	\$	19,469
		Materials & Other / Office Supplies	Transfer of costs to Environmental Planning and Management / Software Licenses	\$	(38,981)
		Transfers/Recoveries	Increase in fleet charges based on workplan and usage	\$	25,442
	<u>Environmental Planning and Management</u>	Wages and Benefits	Transfer of staff from Engineering Admin	\$	236,131
		Special Events	Transfer of costs from Engineering Admin	\$	12,240
		Professional Services	Transfer of costs from Engineering Admin and increase funding from abolishment of .5 FTE in 2023	\$	67,878
	<u>Economic Development and Immigration</u>	Wages and Benefits	Contractual and normal increases	\$	17,775
		Grants	Business Improvement Area and Downtown Community Improvement Plan Grants	\$	227,024
	<u>Building Inspection</u>	Wages and Benefits	Contractual and normal increases: conversion of two positions	\$	90,019
		Office Supplies	Increase in costs due to inflation including more costs with additional staff in 2023	\$	7,326
	<u>Planning & Development</u>	Revenue	Increase in permit revenue and subdivision fee volume	\$	41,404
		Wages and Benefits	Contractual and normal increases	\$	13,020
		Professional Services - Other	Removal of Level 3 in 2023 for Municipal Plan (additional Level 3 in 2024)	\$	(114,075)
	<u>Codiac Transpo</u>	Revenue	Increased ridership - immigration and students	\$	929,827
		Wages and Benefits	Contractual and normal increases	\$	285,106
		Maintenance & Repairs	Increases in waste collection costs & Increase in costs due to inflation and aging fleet	\$	437,317
		Supplies & Materials	Increase due to fuel prices & Vehicle Repairs & Increase in costs due to inflation	\$	328,662
		Professional Services	Removal of Level 3 in 2023 for Zero Emissions Bus Study	\$	(105,526)
		Transfers/Recoveries	Increase in fleet charges based on workplan and usage	\$	36,105
<u>Operations</u>					
	<u>Public Works</u>	Wages and Benefits	Contractual and normal increases offset with 50% of costs to Parks for 10 Shared FTEs from 2023 budget	\$	129,678
		Contracts	Increase in costs due to inflation for hired snow retainer costs (26 machines) plus rentals	\$	88,057
		Supplies & Materials	Increase in costs due to inflation	\$	80,726
		Transfers/Recoveries	Increase in fleet charges based on workplan and usage	\$	401,445
		Utilities	Rate increases from utility companies	\$	131,280

2024 Significant Changes from 2023				
<i>Division</i>	<i>Area</i>	<i>GL Category</i>	<i>Description</i>	<i>Significant Change</i>
	<u>Sanitation</u>	Contracts	Increase due to rate increases per contract	\$ 204,599
	<u>Facilities</u>	Contracts	Increase in costs due to inflation	\$ 19,260
		Equipment	Removal of Level 3 power meter and thermal camera, offset by increase in costs due to inflation	\$ (24,538)
		Insurance & Property Taxes	General reduction to insurance and property taxes for this area	\$ (13,989)
		Maintenance & Repairs	Removal of Level 3 East End Pool (\$110K) reduced by increase in costs due to inflation	\$ (64,523)
		Transfers/Recoveries	Increase in fleet charges based on workplan and usage	\$ 102,542
	<u>Parks</u>	Wages and Benefits	10 FTE shared from PW (per 2023 budget) and 1 FTE for rinks plus contractual and normal increases	\$ 629,127
		Contracts	Increase in costs due to inflation	\$ 44,664
		Maintenance & Repairs	Increase in costs due to inflation	\$ 123,430
		Transfers/Recoveries	Decrease in fleet charges based on workplan and usage	\$ (25,521)
		Utilities	Rate increases from utility companies	\$ 25,371
<u>Protective Services</u>				
	<u>Fire</u>	Revenue	Increase in revenue for Local Service District (LSD) contract	\$ 77,021
		Revenue	Hazmat contract from province used to offset wages	\$ 105,250
		Wages and Benefits	Contractual and normal Increases; Division Chief, Training & Innovation	\$ 1,017,233
		Professional Services	Allocation for Training & Innovation position moved to salary	\$ (52,054)
		Maintenance & Repairs	Increase to allow for inflation impact on maintenance costs related to five fire stations	\$ 45,014
		Equipment	Budget reallocated moved to Supplies and Materials re- Tools and Hazmat Costs	\$ (110,697)
		Transfers/Recoveries	Decrease in fleet charges based on workplan and usage	\$ (54,635)
		Supplies & Materials	Hazmat; Increased cost of clothing and bunker gear; Increase demand for disposable supplies	\$ 156,075
		Water Costs	Increase in water cost charges from Utility Fund	\$ 476,502
	<u>By Law Enforcement and Licensing</u>	Revenue	Decrease in fines and ticketing	\$ (181,568)
		Wages and Benefits	Contractual and normal increases	\$ 25,016
		Contracts	Increase in Downtown Commissionaires	\$ 347,035
		Professional Services	Best Practice Review Camera Options completed in 2023	\$ (39,474)
		Transfers/Recoveries	Decrease in fleet charges based on workplan and usage	\$ (29,614)
		Supplies & Materials	Increase PAWS contract from 2023 value	\$ 48,498
		Supplies & Materials	Reallocation of budget costs between Social Inclusion and By-Law	\$ 44,099
	<u>Parking</u>	Revenue	Reduction based on post Covid-19 parking usage	\$ (180,778)
		Contracts	Parking Garage cleaning contract	\$ 13,812
		Maintenance & Repairs	Increase in costs due to inflation cost	\$ 31,377
		Supplies & Materials	Increase in costs due to inflation cost	\$ 18,339
	<u>Police</u>	CRPA Contract	Increase in RCMP contract cost and adjustment in sharing from 71.07% to 70.89%	\$ 271,598
		Deposit to Reserves	Net change of stabilization reserve to offset 2022 surplus impact	\$ 2,171,695
		Maintenance and Repairs	Increase in costs due to inflation	\$ 17,141
		Contracts	Crossing Guard Contracts- new school and increase in wage costs	\$ 54,770

2024 Significant Changes from 2023				
Division	Area	GL Category	Description	Significant Change
<u>Community Services</u>	<u>Coliseum</u>	Revenue	Increase in revenue due to rate increases	\$ 15,990
		Revenue	Increase in Ticketing Revenue offset with Ticketing Expense(Supplies and Materials)	\$ 648,900
		Maintenance & Repairs	Increase in costs due to inflation	\$ 22,405
		Supplies & Materials	Increase in cost due to inflation and Ticketing Expense offset with Revenue	\$ 649,635
		Transfers and Recoveries	Decrease in fleet charges based on workplan and usage	\$ (95,684)
		Utilities	Rate increases from utility companies	\$ 17,920
	<u>Culture and Heritage - Resurgo Place</u>	Wages and Benefits	Contractual and normal increases	\$ 70,126
		Contracts	Increase in costs due to inflation	\$ 7,916
		Maintenance and Repair	Increase in costs due to inflation	\$ 11,647
		Supplies & Materials	Removal of Level 3 from 2023 for Dinosaur Exhibit offset with Increase in costs due to inflation	\$ (8,738)
	<u>Events, Tourism & Venues</u>	Revenue	Tourism levy now being accounted for in the budget offset by expense	\$ 2,462,000
		Wages and Benefits	Contractual and normal increases	\$ 114,695
		Promotional	Increase in costs due to inflation and tourism levy now being accounted for in the budget offset by revenue	\$ 2,514,883
		Supplies & Materials	Increase in costs due to inflation	\$ 11,659
	<u>Magnetic Hill Zoo</u>	Revenue	Increase in revenue for the Boutique based on actual trend	\$ 100,000
		Wages and Benefits	Contractual and normal increases	\$ 40,535
		Contracts	Increase in costs due to inflation	\$ 45,531
		Maintenance and Repair	Increase in costs due to inflation	\$ 41,019
		Supplies & Material	Increase in Boutique supplies offset with revenue and increase in cost due to inflation	\$ 107,117
		Transfers and Recoveries	Increase in fleet charges based on workplan and usage	\$ 41,362
	<u>Recreation</u>	Wages and Benefits	Transferred 1 FTE to Engineering	\$ (89,974)
		Contracts	Increase in costs due to inflation	\$ 11,710
		Professional Services - Other	Funds for Complex Needs Social Impact Audit moved to Social Inclusion from By-LAW	\$ 210,000
		Supplies & Material	Community Remediation funds transferred to By-Law offset with increase cost due to inflation	\$ (41,572)
	<u>Venues</u>	Revenue	Increase based on contractual agreement with AGM	\$ 11,873
		Wages and Benefits	Contractual and normal increases	\$ 43,265
		Contracts	Increase in costs due to inflation	\$ 6,660
		Maintenance and Repair	Increase in costs due to inflation	\$ 16,179
		Transfers and Recoveries	Decrease in fleet charges based on workplan and usage	\$ (15,076)

Significant Changes – Water & Wastewater

2024 Significant Changes from 2023	Level 1	2024 Significant Additions	Level 2	Level 3
Expenses - Increases / (Decreases)				
* Transfers / Recoveries (increased allocation from fleet charges)	349,112	* New Utility Operator 1 / Labourer 1	80,343	
* Wages & Benefits (contractual increases)	242,103	* New utility trailer	1,500	8,000
* Contracts (Veolia, Transaqua and inflation)	1,204,562	* New dump trailer	1,500	10,000
* Deposit to reserve (2023 level 3 reversal)	(247,526)	* New boat for reservoir use and hauling trailer	1,500	10,000
* Fiscal Costs	(692,614)	* 4x4/UTV and snow tracks	7,750	30,000
* Capital from Operating	2,127,829	* Asphalt recycler - 10-ton capacity Bagella	(116,500)	200,000
* All other level 1 increases	415	* Operator Training	20,000	
	<u>2,983,881</u>	* New Storage tank - reservoir generators		25,000
Revenue - Increases / (Decreases)				
* Change in fire cost transfer	476,502	* Hydrant signage and markers		25,000
* Change in wastewater commission charges (TransAqua)	508,620	* Backflow/Private Hydrant/FOG (Fat Oil Grease) software		35,000
* Other municipalities revenue (Dieppe and Riverview rate increase)	328,923	* Diesel pump repair - Highfield Pumping Station		20,000
* Change in consumption and number of users	1,068,038	* Generator wiring connectors		15,000
* Change in prior year surplus	223,356	* Lift station pump upgrades		60,000
* All other level 1 increases/(decreases)	(13,275)	* Fencing for 14 lift station locations		50,000
	<u>2,592,164</u>	* Revenue Matrix	(13,620)	
		* Utility rate increase - 2%-3%	(862,190)	
			<u>(879,717)</u>	488,000
Net level 1 increase (decrease)	<u><u>(391,717)</u></u>	Net level 2/3 increase recommended	<u><u>(391,717)</u></u>	

Capital, Debt & Fund Balance

Gross 5-Year Proposed Capital Spend

Capital Summary					
	2024	2025	2026	2027	2028
Sanitary Sewer	5,076,621	3,842,017	5,122,682	6,492,414	7,492,414
Water	5,726,927	8,645,339	16,098,991	15,087,242	13,341,486
Total Utility	10,803,548	12,487,356	21,221,673	21,579,656	20,833,900
Storm Sewer	5,310,475	13,397,374	10,941,899	6,020,000	8,270,000
Road Transportation	22,138,000	13,786,000	13,208,000	15,508,000	20,258,000
Facilities	10,234,397	3,435,947	2,364,637	8,895,000	2,241,000
Codiac	3,697,400	4,903,400	1,585,000	4,021,000	3,521,000
Protective	4,272,000	2,672,000	272,000	272,000	1,272,000
Info Systems	775,000	400,000	400,000	400,000	400,000
Eco Dev	1,000,000	410,000	410,000	410,000	410,000
Venues	300,000	9,550,000	18,550,000	300,000	1,550,000
PLS	1,600,000	6,010,000	4,950,000	4,750,000	4,000,000
Tourism Culture	894,192	579,192	3,102,192	679,192	3,069,192
Total General	50,221,464	55,143,913	55,783,728	41,255,192	44,991,192
	61,025,012	67,631,269	77,005,401	62,834,848	65,825,092

The City of Moncton's 5-year Capital expenditure includes the proposed direct cost of acquisition, construction or development cost and overhead cost related to the acquisition, construction, or development of asset(s).

2024 Capital Projects

Page #	Project Number		PROJECT	Utility Fund			General Fund			TOTAL PROJECT VALUE		
				Total Utility	Recoveries	Total Net Utility	Total General	Recoveries	Total Net General	TOTAL GROSS PROJECT	RECOVERIES	TOTAL NET PROJECT
107, 118, 133, 142	W24A,W24B,W24C,W24D	01AB	Street Reconstruction No. 1	1,130,000	-	1,130,000	1,440,000	-	1,440,000	2,570,000	-	2,570,000
108, 119, 134, 143	W24A,W24B,W24C,W24D	01AC	Street Reconstruction No. 2	1,790,000		1,790,000	2,260,000		2,260,000	4,050,000	-	4,050,000
109, 120, 135, 144	W24A,W24B,W24C,W24D	01AD	Street Reconstruction No. 3	1,000,000	-	1,000,000	1,120,000	-	1,120,000	2,120,000	-	2,120,000
110, 121, 136, 145	W24A,W24B,W24C,W24D	01AQ	Subdivision Development	250,000	-	250,000	420,000	-	420,000	670,000	-	670,000
111, 122, 137,146	W24A,W24B,W24C,W24D	01BC	Sewer Separation (St George -West) Phase 1- Main, West up to Broadview	1,200,000		1,200,000	1,900,000		1,900,000	3,100,000	-	3,100,000
112	W24A	01BD	Moncton Industrial Park West Phase 2	1,952,200		1,952,200	-	-	-	1,952,200	-	1,952,200
113, 123, 138, 148	W24A,W24B,W24C,W24D	01BF	NBCC Moncton and Northwest Plaza Charge Area - Sanitary	1,105,000	(817,385)	287,615	4,800,000	(3,606,697)	1,193,303	5,905,000	(4,424,082)	1,480,918
114, 124, 139	W24A,W24B,W24C	01BG	Downtown Core Community Improvement Plan	211,348	(154,284)	57,064	1,610,475	(1,610,475)	-	1,821,823	(1,764,759)	57,064
115	W24A	02AD	Geographical Information System	30,000	-	30,000	-	-	-	30,000	-	30,000
116	W24A	02AG	Sewage Lift Stations (SCADA Upgrades)	80,000		80,000	-	-	-	80,000	-	80,000
117	W24A	02AJ	Sewer Infrastructure Assessment	25,000		25,000	-	-	-	25,000	-	25,000
125	W24B	02AD	Geographical Information System	30,000		30,000	-	-	-	30,000	-	30,000
126	W24B	02AF	HPS - Variable Speed Drive for Pump at Highfield Pumping Station	100,000		100,000	-	-	-	100,000	-	100,000
127	W24B	02AG	SCADA Communication Upgrades	1,050,000		1,050,000	-	-	-	1,050,000	-	1,050,000
128	W24B	02CF	Diesel Generator at Magnetic Hill Pumping Station	150,000		150,000	-	-	-	150,000	-	150,000
129	W24B	02CK	Land Acquisition - Watershed Protection	200,000		200,000	-	-	-	200,000	-	200,000
130	W24B	02DK	Data Communication Units - 5G Communications Upgrades	250,000	-	250,000	-	-	-	250,000	-	250,000
131	W24B	02HK	McLaughlin Water Supply - Infrastructure Upgrades	150,000		150,000	-	-	-	150,000	-	150,000
132	W24B	02KK	Turtle Creek Analysis of Risks	100,000		100,000	-	-	-	100,000	-	100,000
140	W24C	04CC	McLaughlin (Oglvie Brook) - Storm Sewer				200,000		200,000	200,000	-	200,000

Page #	Project Number		PROJECT	Utility Fund			General Fund			TOTAL PROJECT VALUE		
				Total Utility	Recoveries	Total Net Utility	Total General	Recoveries	Total Net General	TOTAL GROSS PROJECT	RECOVERIES	TOTAL NET PROJECT
141	W24C	04CD	Horsman Road (Multi-purpose Trail)				200,000		200,000	200,000	-	200,000
147	W24D	01BD	McLaughlin (Ogilvie Brook) - Road and Street				150,000	(150,000)	-	150,000	(150,000)	-
149	W24D	05AD	Street Micro Surfacing				500,000	-	500,000	500,000	-	500,000
150	W24D	06BA	Street Resurfacing No. 1				2,965,000	-	2,965,000	2,965,000	-	2,965,000
151	W24D	06BB	Street Resurfacing No. 2				2,190,000	-	2,190,000	2,190,000	-	2,190,000
152	W24D	06BC	Street Resurfacing No. 3				2,080,000	-	2,080,000	2,080,000	-	2,080,000
153	W24D	06BF	Albert Street Improvements				300,000		300,000	300,000	-	300,000
154	W24D	06BG	St. George Improvements at Bernice McNaughton				900,000	(455,400)	444,600	900,000	(455,400)	444,600
155	W24D	06CA	Gorge Road Full Depth				1,965,000	(1,240,000)	725,000	1,965,000	(1,240,000)	725,000
156	W24G	06AG	Sidewalk Extensions				250,000	-	250,000	250,000	-	250,000
157	W24G	06BG	Sidewalk Renewal				410,000	-	410,000	410,000	-	410,000
158	W24H	07AD	Active Transportation Plan				850,000	(623,305)	226,695	850,000	(623,305)	226,695
159	W24H	07BD	Horsman Road (Multi-purpose Trail) - Transportation Projects				150,000	(150,000)	-	150,000	(150,000)	-
160	W24H	07CD	Underground Electrical Wiring Upgrades				88,000		88,000	88,000	-	88,000
161	W24H	07CX	Traffic Signal Infrastructure Upgrades, New Traffic Signals and New Crosswalks				300,000	-	300,000	300,000	-	300,000
162	W24H	07DD	Parking Solution Upgrade				200,000		200,000	200,000	-	200,000
163	W24H	07DX	Traffic Calming / Speed Zone Study - Implementation				200,000	-	200,000	200,000	-	200,000
164	W24L	07AQ	Land Requirements / Right of Way				310,000		310,000	310,000	-	310,000
165	W24N	10AN	Sports Field Renewal				100,000		100,000	100,000	-	100,000
166	W24N	10BN	Fencing Rene Arthur Fréchet Park				50,000		50,000	50,000	-	50,000
167	W24N	10CN	Brick Repair at Settlers Landing				150,000		150,000	150,000	-	150,000
168	W24N	10EN	Consultant Design				50,000	-	50,000	50,000	-	50,000
169	W24N	10FN	Phase 2 Feasibility and Implementation Rec Master Plan				100,000	-	100,000	100,000	-	100,000
170	W24N	10GN	Trail Design - Ryan to Mapleton				100,000	-	100,000	100,000	-	100,000
171	W24N	11AQ	Land Repurchase				1,000,000	-	1,000,000	1,000,000	-	1,000,000
172	W24N	11CN	Trail Construction No. 2				1,000,000	(733,300)	266,700	1,000,000	(733,300)	266,700
173	W24N	11DN	Trail Recapitalization Design				50,000	-	50,000	50,000	-	50,000
174	W24N	14MN	Library				44,192		44,192	44,192	-	44,192

Page #	Project Number		PROJECT	Utility Fund			General Fund			TOTAL PROJECT VALUE		
				Total Utility	Recoveries	Total Net Utility	Total General	Recoveries	Total Net General	TOTAL GROSS PROJECT	RECOVERIES	TOTAL NET PROJECT
175	W24O	14AF	Fire Department - Replace Quint Apparatus				4,000,000		4,000,000	4,000,000	-	4,000,000
176	W24O	14BF	Program Funding - Truck Equipment				50,000		50,000	50,000	-	50,000
177	W24O	14CF	Fire Department - Breathing Air system				42,000		42,000	42,000	-	42,000
178	W24O	14GF	Fire Department - Program Funding				100,000		100,000	100,000	-	100,000
179	W24P	14AP	Police Force Building Upgrade Program				80,000		80,000	80,000	-	80,000
180	W24Q	12DN	Magnetic Hill Concert Site Upgrades				50,000		50,000	50,000	-	50,000
181	W24Q	12FN	Magnetic Hill Zoo - Winter Lights Storage				100,000	(50,000)	50,000	100,000	(50,000)	50,000
182	W24Q	12GN	Magnetic Hill Zoon - Wild Lights				50,000		50,000	50,000	-	50,000
183	W24Q	12HN	Magnetic Hill Zoo - Paving Pathways Upgrade Program				50,000		50,000	50,000	-	50,000
184	W24Q	13AN	Magnetic Hill Zoo - Enclosure Animal Welfare				250,000		250,000	250,000	-	250,000
185	W24Q	13BN	Magnetic Hill Zoo - Gazebo Floor				100,000		100,000	100,000	-	100,000
186	W24Q	13CN	Magnetic Hill Zoo - Design Costs Future Year Projects				40,000	-	40,000	40,000	-	40,000
187	W24Q	13DN	Magnetic Hill Zoo - Amur Tiger & Leopard Renovations & Scales /Tunnel				150,000		150,000	150,000	-	150,000
188	W24Q	15AN	Magnetic Hill Park Circulation				110,000	-	110,000	110,000	-	110,000
189	W24R	09AR	Electrification Charging Infrastructure				294,000	(294,000)	-	294,000	(294,000)	-
190	W24R	09BR	Bus Fleet - Diesel				2,600,000	(2,600,000)	-	2,600,000	(2,600,000)	-
191	W24R	09CR	Bus Operations Barrier				510,000	(510,000)	-	510,000	(510,000)	-
192	W24R	09DR	Bus Shelter Program				50,000	(50,000)	-	50,000	(50,000)	-
193	W24R	09FR	Magnetic Hill Park & Ride				243,400	(243,400)	-	243,400	(243,400)	-
194	W24S	12AS	Coliseum Facility Upgrades				50,000	-	50,000	50,000	-	50,000
195	W24S	12CS	Building Upgrades - Venues				200,000		200,000	200,000	-	200,000
196	W24U	07AJ	Facilities Operations Centre - Warm Storage and Mechanical Shop				5,400,000		5,400,000	5,400,000	-	5,400,000
197	W24U	07BJ	Facilities Operations Centre - Cold Storage				1,500,000		1,500,000	1,500,000	-	1,500,000
198	W24U	07CJ	City Hall Infrastructure and Fixture upgrade				300,000	(300,000)	-	300,000	(300,000)	-
199	W24U	07DJ	City Hall Thorolastic Coating				206,960	(206,960)	-	206,960	(206,960)	-
200	W24U	07EJ	St George Street Fire Station Vehicle Exhaust Replacement				200,000		200,000	200,000	-	200,000

Page #	Project Number		PROJECT	Utility Fund			General Fund			TOTAL PROJECT VALUE		
				Total Utility	Recoveries	Total Net Utility	Total General	Recoveries	Total Net General	TOTAL GROSS PROJECT	RECOVERIES	TOTAL NET PROJECT
175	W24O	14AF	Fire Department - Replace Quint Apparatus				4,000,000		4,000,000	4,000,000	-	4,000,000
176	W24O	14BF	Program Funding - Truck Equipment				50,000		50,000	50,000	-	50,000
177	W24O	14CF	Fire Department - Breathing Air system				42,000		42,000	42,000	-	42,000
201	W24U	07FJ	Bore Park Fountain - Confined Space Mitigation				190,000		190,000	190,000	-	190,000
202	W24U	07GJ	Riverfront Park Electrical Pedestals and Direction Drilling				185,000		185,000	185,000	-	185,000
203	W24U	07HJ	Hildegard Fire Station Dorm Alteration and HVAC Mods				247,000	(247,000)	-	247,000	(247,000)	-
204	W24U	07JJ	Botsford Fire Hall Station Humidification Installation				50,000	(50,000)	-	50,000	(50,000)	-
205	W24U	08AJ	Facility Design Funds				30,000	-	30,000	30,000	-	30,000
206	W24U	08BJ	Zoo - Animal Care new Cooler/Freezer Combo				120,000		120,000	120,000	-	120,000
207	W24U	08CJ	Arc Flash Coordination Study				125,000	-	125,000	125,000	-	125,000
208	W24U	08DJ	Crossman Kay Community Centre Ice Plant Replacement				400,000	(400,000)	-	400,000	(400,000)	-
209	W24U	08EJ	Botsford Roof Section Replacement				80,437	(80,437)	-	80,437	(80,437)	-
210	W24U	08FJ	City Hall 6th Floor Water Infiltration Repair				200,000	(200,000)	-	200,000	(200,000)	-
211	W24U	08GJ	Superior Propane Centre				690,000	(690,000)	-	690,000	(690,000)	-
212	W24Z	03CC	Information Technology Upgrades				775,000	-	775,000	775,000	-	775,000
				10,803,548	(971,669)	9,831,879	50,221,464	-14,490,974	35,730,490	61,025,012	(15,462,643)	45,562,369

Canada Community Building Fund (formerly Gas Tax)	0	Canada Community Building Fund (formerly Gas Tax)	-5,404,227	Canada Community Building Fund (formerly Gas Tax)	-5,404,227
Sustainable Allowance	0	Sustainable Allowance	-2,650,000	Sustainable Allowance	-2,650,000
Capital from Operating	-600,000	Capital from Operating	-5,734,192	Capital from Operating	-6,334,192
Additional capital from operating	0	Additional capital from operating	-2,400,000	Additional capital from operating	-2,400,000
Capital from operating / interest mitigation	-2,127,829	Capital from operating / interest mitigation	-1,568,676	Capital from operating / interest mitigation	-3,696,505
Capital Reserve	0	Capital Reserve	-16,550,000	Capital Reserve	-16,550,000
	<u>7,104,050</u>		<u>1,423,395</u>		<u>8,527,445</u>

Five-Year Capital Works Program

FIVE YEAR CAPITAL WORKS PROGRAM											
PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
1. ENVIRONMENTAL HEALTH SERVICES (UTILITY)											
SANITARY SEWER											
SANITARY SEWER REHABILITATION											
Sewer System Master Plan Implementation	Various Locations		3,192,500	0	1,739,914	1,739,914	1,000,000	1,000,000	3,362,414	3,362,414	3,362,414
Street Reconstruction No. 1	Stone from Elmwood to End		0	235,000	0	0	0	0	0	0	0
	Masters from Ellerdale to McKay		0	102,500	0	0	0	0	0	0	0
	Elm from Gordon to End		0	75,000	0	0	0	0	0	0	0
	McAllen from Bonaccord to end		0	87,500	0	0	0	0	0	0	0
Street Reconstruction No. 2	Cavendish from Bessborough to Allison		0	320,000	0	0	0	0	0	0	0
	Allison from Cavendish to Falkland		0	310,000	0	0	0	0	0	0	0
Street Reconstruction No. 3	Somerset from Donald to Massey		0	460,000	0	0	0	0	0	0	0
Sewer Separation (St George - West) - Phase 1	Main, West up to Broadveiw		0	750,000	0	1,045,000	0	0	0	0	0
Sewer Separation (St George - West) - Phase 2	St-George, Gordon, and Queen Water and Sewers Improvements		0	0	2,600,000	0	0	0	0	1,045,000	1,045,000
	Integrated Bi-Lateral Agreement- Federal 40%		0	0	(1,040,000)	0					
Moncton Industrial Park (MIP) West Phase 2 (50% Cost	Sewer Upgrades and Causeway Traffic Circle		0	1,070,700	0	0	0	0	0	0	0
Moncton Industrial Park (MIP) West Phase 2 (50% Cost	Sewer Upgrades in Moncton Industrial Park		0	881,500	0	0	0	0	0	0	0
Subdivision Development - Sanitary Sewer	Subdivision Development- Sanitary Sewer		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Charge Areas	NBCC Moncton and Northwest Plaza Charge Area		175,000	415,000	175,000	0	0	0	175,000	175,000	175,000
	Recovery- Charge Area - 50%		(105,000)	(207,500)	(105,000)	0			(52,500)	(52,500)	(52,500)
	Recovery- Housing Accelerator Fund (\$1.472M)			(103,011)							
	Humphreys Brook New East-West Roadway Phase 1		250,000	0	0	230,000	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1M)			0	0	(100,000)					
	Humphreys Brook New East-West Roadway Phase 2 From Glengrove(200m)		0	0	0	245,000	0	0	0	0	0
	Recovery- Property Owners (\$2M)		0	0	0	(120,000)	0	0	0	0	0

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
	Recovery- Housing Accelerator Fund (\$900K)		0	0	0	(54,000)	0	0	0	0	0
	Shediac Road and Harrisville Boulevard Widening		0	0	0	0	1,250,000	0	1,250,000	750,000	1,750,000
Downtown Core Community Improvement Plan	Program Funding		0	0	0	0	0	0	2,000,000	0	0
	Additional Project Spend		0	0	0	0	0	0	600,000	0	0
	Integrated Bi-Lateral Agreement- Federal 40%		0	0	0	0	0	0	(1,040,000)	0	0
	Robinson Reconstruction		0	0	0	0	2,600,000	2,600,000	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%		0	0	0	0	(1,040,000)	(1,906,580)	0	0	0
	Sanitary component of public infrastructure requirements for Downtown Development.		397,953	84,421	249,341	422,103	0	337,682	0	0	0
	Integrated Bi-Lateral Agreement and Province		(290,506)	(61,627)	(182,019)	(308,135)	0	(246,508)	0	0	0
Sewage Lift Stations	Supervisory Control and Data Acquisition (SCADA) Communication Upgrade		80,000	80,000	0	0	0	0	0	0	0
	Milner Brook		0	0	0	0	1,000,000	1,000,000	0	0	0
Sewer Infrastructure Assessment (shared with TransAqua)			0	25,000	0	0	0	0	0	0	0
Wheeler Trunk Master Plan			0	0	0	0	0	0	1,000,000	1,000,000	1,000,000
SANITARY SEWER EXTENSIONS											
Geographical Information System	GIS System expansion		0	0	10,000	10,000	0	0	10,000	10,000	10,000
	GIS Orthographic Photo acquisition		30,000	30,000	0	0	35,000	35,000	0	0	0
	GROSS AMOUNT		4,275,453	5,076,621	4,924,255	3,842,017	6,035,000	5,122,682	8,547,414	6,492,414	7,492,414
	PREVIOUS AUTHORITY		0	0	0	0	0	0	0	0	0
	RECOVERY		(395,506)	(372,138)	(1,327,019)	(582,135)	(1,040,000)	(2,153,088)	(1,092,500)	(52,500)	(52,500)
	CAPITAL FROM OPERATING - DEBT CONTRIBUTION		(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
	CAPITAL FROM OPERATING - INTEREST MITIGATION		0	(794,423)	0	(794,423)	0	(794,423)	0	(794,423)	(794,423)
	NET COST - SANITARY SEWER		3,579,947	3,610,060	3,297,236	2,165,459	4,695,000	1,875,171	7,154,914	5,345,491	6,345,491

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
WATER										
PUMPING STATION										
HPS - Variable Speed Drive for 600 HP Pump at Highfield Pumping Station		100,000	100,000	0	0	0	0	0	0	0
Diesel Generator at Magnetic Hill Pumping Station		0	150,000	0	0	0	0	0	0	0
New Water Source Tank- Magnetic Hill	Postpone until after Water Master Plan completed	0	0	2,000,000	0	2,000,000	2,000,000	0	2,000,000	0
TURTLE CREEK SUPPLY (JOINT USE ASSETS)										
Land Acquisition - Watershed Protection	2% annual increase	200,000	200,000	204,000	204,000	204,000	208,080	204,000	212,242	216,486
McLaughlin Water Supply - Infrastructure Upgrades		150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Turtle Creek Analysis of Risks (Road and DTI Infrastructure)		100,000	100,000	100,000	100,000	0	0	0	0	0
Tower Road connectivity to Water Treatment Plant	5-7 km	0	0	7,000,000	1,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
	Provincial and Federal Funding- 73.33%	0	0	0	0	0	(5,133,100)	0	(5,133,100)	(5,133,100)
OTHER WATER DISTRIBUTION PROJECTS										
SCADA Communication Upgrade		50,000	1,050,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Water Master Plan	Capital from Operating	500,000	0	0	500,000	0	0	0	0	0
		(500,000)	0	0	(500,000)	0	0	0	0	0
Data Communication Units (DCU) upgrades - 5G Communication Upgrades		250,000	250,000	0	0	0	0	0	0	0
Program Funding		0	0	500,000	300,000	500,000	300,000	500,000	300,000	300,000
OTHER PROJECTS										
Watermain Renewal Program Funding		3,793,500	0	4,231,700	4,231,700	4,748,200	4,748,200	4,590,000	4,590,000	4,590,000
Street Reconstruction No. 1	Stone from Elmwood to End	0	265,000	0	0	0	0	0	0	0
	Masters from Ellerdale to McKay	0	20,000	0	0	0	0	0	0	0
	Elm from Gordon to End	0	205,000	0	0	0	0	0	0	0
	McAllen from Bonaccord to end	0	140,000	0	0	0	0	0	0	0
Street Reconstruction No. 2	Cavendish from Bessborough to Allison	0	580,000	0	0	0	0	0	0	0
	Allison from Cavendish to Falkland	0	580,000	0	0	0	0	0	0	0

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
Street Reconstruction No. 3	Somerset from Donald to Massey	0	540,000	0	0	0	0	0	0	0
Sewer Separation (St George - West) - Phase 1	Main and West up to Broadview	0	450,000	0	425,000	0	0	0	0	0
Sewer Separation (St George - West) - Phase 2	St-George Gordon Queen Water and Sewers Improvements	0	0	1,000,000	0	0	0	0	425,000	425,000
	Integrated Bi-Lateral Agreement- Federal 40%	0	0	(400,000)	0	0	0	0	0	0
Subdivision Development - Water		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Charge Areas	New Road Between NBCC Moncton and Northwest Plaza	295,000	690,000	295,000	295,000	0	0	0	0	0
	Recovery- Charge Area - 50%	(177,000)	(345,000)	(177,000)	(177,000)	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1,472M)	0	(161,874)	0	0	0	0	0	0	0
	Shediac Road and Harrisville Boulevard Widening	0	0	0	0	375,000	0	375,000	250,000	500,000
	Humphreys Brook New East-West Roadway Phase 1	450,000	0	0	385,000	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1M)	0	0	0	(160,000)	0	0	0	0	0
	Humphreys Brook New East-West Roadway Phase 2 From Glengrove(200m)	0	0	0	410,000	0	0	0	0	0
	Recovery- Property Owners (\$2M)	0	0	0	(200,000)	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$900K)	0	0	0	(90,000)	0	0	0	0	0
Downtown Core Community Improvement Plan	Program Funding	0	0	0	0	0	0	1,000,000	0	0
	Robinson	0	0	0	0	1,000,000	1,000,000	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%	0	0	0	0	(400,000)	(733,300)	0	0	0
	Water component of public infrastructure requirements for Downtown Development	598,587	126,927	375,051	634,639	0	507,711	0	0	0
	Integrated Bi-Lateral Agreement and Province - 73.33%	(436,969)	(92,657)	(273,787)	(463,286)	0	(370,629)	0	0	0
Geographical Information System	GIS System expansion	0	0	10,000	10,000	0	0	10,000	10,000	10,000
	GIS Orthographic Photo acquisition	30,000	30,000	0	0	35,000	35,000	0	0	0
	GROSS AMOUNT	6,617,087	5,726,927	15,865,751	8,645,339	16,162,200	16,098,991	13,979,000	15,087,242	13,341,486
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	RECOVERY	(1,113,969)	(599,531)	(700,787)	(1,440,286)	(400,000)	(6,237,029)	0	(5,133,100)	(5,133,100)
	CAPITAL FROM OPERATING - DEBT CONTRIBUTION	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
	CAPITAL FROM OPERATING - INTEREST MITIGATION	0	(1,333,406)	0	(1,333,406)	0	(1,333,406)	0	(1,333,406)	(1,333,406)
	NET COST - WATER	5,203,118	3,493,990	14,864,964	5,571,647	15,462,200	8,228,556	13,679,000	8,320,736	6,574,980

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
			GROSS AMOUNT - ENVIRONMENTAL HEALTH SERVICES - UTILITY	10,892,540	10,803,548	20,790,006	12,487,356	22,197,200	21,221,673	22,526,414	21,579,656
PREVIOUS AUTHORITY RECOVERY	0	0	0	0	0	0	0	0	0		
CAPITAL FROM OPERATING - DEBT CONTRIBUTION	(1,509,474)	(971,669)	(2,027,806)	(2,022,422)	(1,440,000)	(8,390,117)	(1,092,500)	(5,185,600)	(5,185,600)		
CAPITAL FROM OPERATING - INTEREST MITIGATION	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)		
NET COST - ENVIRONMENTAL HEALTH SERVICES - UTILITY	0	(2,127,829)	0	(2,127,829)	0	(2,127,829)	0	(2,127,829)	(2,127,829)		
	8,783,066	7,104,050	18,162,200	7,737,105	20,157,200	10,103,727	20,833,914	13,666,227	12,920,471		
CORE PROGRAM											
2. GENERAL GOVERNMENT SERVICES											
Information Technology Upgrades			400,000	0	400,000	400,000	400,000	400,000	400,000	400,000	
Network enhancements			0	130,000	0	0	0	0	0	0	
Servers			0	145,000	0	0	0	0	0	0	
Systems and Security			0	125,000	0	0	0	0	0	0	
ERP System Upgrade			375,000	375,000	0	0	0	0	0	0	
GROSS AMOUNT - GENERAL GOVERNMENT SERVICES	775,000	775,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000		
TOTAL RECOVERY	0	0	0	0	0	0	0	0	0		
PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0		
NET COST - GENERAL GOVERNMENT SERVICES	775,000	775,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000		
3. ENVIRONMENTAL HEALTH SERVICES (GENERAL)											
GROSS AMOUNT - ENVIRONMENTAL HEALTH SERVICES - GENERAL	0	0	0	0	0	0	0	0	0		
TOTAL RECOVERY	0	0	0	0	0	0	0	0	0		
PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0		
NET COST - ENVIRONMENTAL HEALTH SERVICES - GENERAL	0	0	0	0	0	0	0	0	0		
4. TRANSPORTATION SERVICES											
STORM SEWER - GENERAL											
Storm Sewer Improvements & Rehab	Various Locations		5,000,000	0	2,000,000	2,000,000	1,000,000	1,000,000	4,125,000	4,125,000	4,125,000
	Integrated Bi-Lateral Agreement- Federal 40%		(2,000,000)	0	(800,000)	0	(400,000)	0	(1,650,000)	0	(1,650,000)
Street Reconstruction No. 1	Stone from Elmwood to End		0	235,000	0	0	0	0	0	0	
	Masters from Ellerdale to McKay		0	102,500	0	0	0	0	0	0	
	Elm from Gordon to End		0	75,000	0	0	0	0	0	0	
	McAllen from Bonaccord to end		0	87,500	0	0	0	0	0	0	
Street Reconstruction No. 2	Cavendish from Bessborough to Allison		0	320,000	0	0	0	0	0	0	
	Allison from Cavendish to Falkland		0	310,000	0	0	0	0	0	0	
Street Reconstruction No. 3	Somerset from Donald to Massey		0	460,000	0	0	0	0	0	0	
Sewer Separation (St George - West) - Phase 1	Main and West up to Broadview		0	750,000	0	1,045,000	0	0	0	0	
Sewer Separation (St George - West) - Phase 2	St-George Gordon Queen Water and Sewers Improvements		0	0	2,600,000	0	0	0	0	1,045,000	1,045,000
	Integrated Bi-Lateral Agreement- Federal 40%		0	0	(1,040,000)	0	0	0	0	(418,000)	(418,000)

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
McLaughlin (Ogilvie Brook)	City contribution towards the installation of a new culvert by NBDTI at Ogilvie Brook on McLaughlin.	0	200,000	0	0	0	0	0	0	0
Horsman Road (Multi-Purpose Trail)	Extension of Culverts	0	200,000	0	0	0	0	0	0	0
Mapleton Road Widening	Mapleton from Reginald to End	0	0	0	0	750,000	0	0	0	0
Subdivision Development - Storm Sewer		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Charge Areas	New Road Between NBCC Moncton and Northwest Plaza	370,000	860,000	370,000	370,000	0	0	0	0	0
	Recovery- Charge Area - 50%	(222,000)	(430,000)	(222,000)	(222,000)	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1,472M)	0	(220,737)	0	0	0	0	0	0	0
	Shediac Road and Harrisville Boulevard Widening	0	0	0	0	1,875,000	0	1,875,000	750,000	3,000,000
	Humphreys Brook New East-West Roadway Phase 1	600,000	0	0	410,000	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1M)	0	0	0	(170,000)	0	0	0	0	0
	Humphreys Brook New East-West Roadway Phase 2 From Glengrove(200m)	0	0	0	1,420,000	0	0	0	0	0
	Recovery- Property Owners (\$2M)	0	0	0	(780,000)	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$900K)	0	0	0	(351,000)	0	0	0	0	0
Downtown Core Community Improvement Plan	Program Funding	0	0	0	0	0	0	2,000,000	0	0
	Additional Project Spends	0	0	0	0	0	0	1,400,000	0	0
	Integrated Bi-Lateral Agreement- Federal 40%	0	0	0	0	0	0	(1,360,000)	0	0
	Robinson	0	0	0	0	3,400,000	3,400,000	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%	0	0	0	0	(1,360,000)	(2,493,220)	0	0	0
	Storm component of public infrastructure requirements for Downtown Development	7,126,015	1,610,475	5,091,433	8,052,374	0	6,441,899	0	0	0
	Recovery- Integrated Bi-Lateral Agreement Funding - 73.33%	(5,201,991)	(1,175,647)	(3,716,746)	(5,878,233)	0	(4,702,586)	0	0	0
	Reserve (2021 Capital From Operating Savings)	(1,015,036)	(434,828)	0	(580,208)	0	0	0	0	0
	GROSS AMOUNT	13,196,015	5,310,475	10,161,433	13,397,374	7,125,000	10,941,899	9,500,000	6,020,000	8,270,000
	RECOVERY	(8,439,027)	(2,261,212)	(5,778,746)	(7,981,441)	(1,760,000)	(7,195,806)	(3,010,000)	(418,000)	(2,068,000)
	PREVIOUS AUTHORITY	-	-	-	-	-	-	-	-	-
	NET COST - STORM SEWER - GENERAL	4,756,988	3,049,263	4,382,687	5,415,933	5,365,000	3,746,093	6,490,000	5,602,000	6,202,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
ROADS & STREETS IMPROVEMENTS & REHAB											
Street Microsurfacing			700,000	500,000	700,000	500,000	700,000	500,000	700,000	500,000	500,000
Sustainable Street Allowance			318,000	0	1,663,000	1,663,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Capital from Operating	Sustainable Street Allowance		(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)
Street Reconstruction No. 1	Stone from Elmwood to End		0	350,000	0	0	0	0	0	0	0
	Masters from Ellerdale to McKay		0	240,000	0	0	0	0	0	0	0
	Elm from Gordon to End		0	220,000	0	0	0	0	0	0	0
	McAllen from Bonaccord to end		0	130,000	0	0	0	0	0	0	0
Street Reconstruction No. 2	Cavendish from Bessborough to Allison		0	820,000	0	0	0	0	0	0	0
	Allison from Cavendish to Falkland		0	810,000	0	0	0	0	0	0	0
Street Reconstruction No. 3	Somerset from Donald to Massey		0	660,000	0	0	0	0	0	0	0
Street Reconstruction No. 4	Harrisville from TCH to Civic 200		0	0	0	0	0	0	0	0	0
Sewer Separation (St George - West) - Phase 1	Main and West up to Broadview		0	1,150,000	0	1,200,000	0	0	0	0	0
Sewer Separation (St George - West) - Phase 2	Gordon, Dominion & Cameron to St George		0	0	0	0	0	0	0	1,200,000	1,200,000
McLaughlin (Ogilvie Brook)	Widening to be Paid by Developer		0	150,000	0	0	0	0	0	0	0
	Recovery - Developer		0	(150,000)	0	0	0	0	0	0	0
Street Resurfacing No. 1	Vaughan Harvey from Mountain to Collishaw		0	660,000	0	0	0	0	0	0	0
	Russ Howard from Millennium to Roundabout		0	715,000	0	0	0	0	0	0	0
	Killam Roundabout		0	375,000	0	0	0	0	0	0	0
	Sunshine from Mountain to Muirfield		0	650,000	0	0	0	0	0	0	0
	Myles from High to Jones		0	65,000	0	0	0	0	0	0	0
	Pavement Preservation		0	500,000	0	0	0	0	0	0	0
Street Resurfacing No. 2	Mill from Humphrey's Brook Bridge to Elmwood		0	490,000	0	0	0	0	0	0	0
	St George from Arlington to Mount Royal		0	730,000	0	0	0	0	0	0	0
	Queen from Botsford to Lutz		0	320,000	0	0	0	0	0	0	0
	Highfield from Main to Gordon		0	300,000	0	0	0	0	0	0	0
	Mountain from Botsford to King		0	350,000	0	0	0	0	0	0	0
Street Resurfacing No. 3	Garfield from West Lane to Jones		0	275,000	0	0	0	0	0	0	0
	Liberty from McLaughlin to Marquette		0	580,000	0	0	0	0	0	0	0
	Crestwood from Cardigan to Ayer		0	500,000	0	0	0	0	0	0	0
	Lonsdale from Carsdale to Mountain		0	565,000	0	0	0	0	0	0	0
	Providence from Highfield to Universite		0	160,000	0	0	0	0	0	0	0
	Recovery - NBDTI Contributions		0	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Albert Street Improvements	Albert from Assumption to RCMP Station		60,000	300,000	0	0	0	0	0	0	0
St. George Improvements at Bernice McNaughton	Bike Lanes and Intersection improvements		900,000	900,000	0	0	0	0	0	0	0
	Recovery - NBDTI Contributions		(455,400)	(455,400)	0	0	0	0	0	0	0
Gorge Road Full Depth	Gorge from King's Bridge to Front Mountain		1,650,000	1,965,000	0	0	0	0	0	0	0
	Recovery - NBDTI Contributions		(1,240,000)	(1,240,000)	0	0	0	0	0	0	0
Mapleton Road Widening	Mapleton from Reginald to end (resurface only)		0	0	0	0	1,100,000	0	0	0	0
Subdivision Development			320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
ROADS & STREETS IMPROVEMENTS & REHAB										
Charge Areas	New Road Between NBCC Moncton and Northwest Plaza (incl land)	1,810,000	3,940,000	1,810,000	0	0	0	0	0	0
	Recovery- Charge Area - 50%	(1,086,000)	(1,970,000)	(1,086,000)	0	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1,472M)	0	(985,960)	0	0	0	0	0	0	0
	Shediac Road and Harrisville Boulevard Widening	0	0	0	0	2,500,000	0	2,500,000	0	5,000,000
	Humphreys Brook New East-West Roadway Phase 1	2,300,000	0	0	1,400,000	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$1M)	0	0	0	(570,000)	0	0	0	0	0
	Humphreys Brook New East-West Roadway Phase 2 From Glengrove(200m)	0	0	0	1,470,000	0	0	0	0	0
	Recovery- Property Owners (\$2M)	0	0	0	(900,000)	0	0	0	0	0
	Recovery- Housing Accelerator Fund (\$900K)	0	0	0	(405,000)	0	0	0	0	0
Sidewalk Extensions		500,000	250,000	500,000	250,000	500,000	250,000	500,000	250,000	250,000
Sidewalk Renewal (Concrete)		0	410,000	0	500,000	0	500,000	0	500,000	500,000
Sidewalk Renewal (Brick)		0	0	0	250,000	0	0	0	250,000	0
Road and Street Improvement and Rehab Program Funding		2,000,000	0	8,500,000	4,745,000	6,900,000	7,150,000	8,000,000	8,000,000	8,000,000
GROSS AMOUNT		10,558,000	20,350,000	13,493,000	12,298,000	15,020,000	11,720,000	15,020,000	14,020,000	18,770,000
PREVIOUS AUTHORITY		0	0	0	0	0	0	0	0	0
CAPITAL FROM OPERATING		(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)
RECOVERY		(2,781,400)	(4,801,360)	(1,086,000)	(1,875,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
NET COST - ROAD & STREETS- GENERAL		5,126,600	12,898,640	9,757,000	7,773,000	12,120,000	8,820,000	12,120,000	11,120,000	15,870,000
TRANSPORTATION PROJECTS										
Active Transportation Plan	Program funding	1,000,000	850,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Integrated Bi-Lateral Agreement- Federal	(730,000)	(623,305)	(730,000)	(733,300)	(730,000)	(733,300)	(730,000)	(733,300)	(730,000)
Horsman Road (Multi-Purpose Trail)	From Berry Mills to Horsman - AT Budget	0	150,000	0	0	0	0	0	0	0
	Recovery - Developer	0	(80,000)	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement- Federal	0	(70,000)	0	0	0	0	0	0	0
Parking Solution Upgrade		0	200,000	0	0	0	0	0	0	0
Underground Electrical Wiring Upgrades		88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000	88,000
Capital from Operating		(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
TRAFFIC LIGHT INSTALLATION AND INTERSECTION UPGRADES										
Traffic Signal Infrastructure Upgrades, New Traffic Signals and new Crosswalks		400,000	300,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Traffic Calming/Speed Zone Study - Implementation		0	200,000	0	0	0	0	0	0	0
Program Funding		100,000	0	500,000	0	500,000	0	500,000	0	0
GROSS AMOUNT		1,588,000	1,788,000	1,988,000	1,488,000	1,988,000	1,488,000	1,988,000	1,488,000	1,488,000
PREVIOUS AUTHORITY		0	0	0	0	0	0	0	0	0
CAPITAL FROM OPERATING		(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
RECOVERY		(730,000)	(773,305)	(730,000)	(733,300)	(730,000)	(733,300)	(730,000)	(733,300)	(730,000)
NET COST - TRANSPORTATION PROJECTS		770,000	926,695	1,170,000	666,700	1,170,000	666,700	1,170,000	666,700	670,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
ROADS & STREETS IMPROVEMENTS & REHAB BUILDINGS, GROUNDS AND EQUIPMENT										
Land requirements / Right of Way	Transportation Management - Land	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
Facilities										
	Operations Centre - Warm Storage and Mechanical Shop	5,400,000	5,400,000	0	0	0	0	0	7,000,000	0
	Ops Centre - Cold Storage	0	1,500,000	0	0	0	0	0	0	0
	City Hall Infrastructure and Fixture upgrade	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Reserve Recovery	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
	City Hall Thorolastic Coating	150,000	206,960	0	0	0	0	0	0	0
	Recovery - Life Cycle Reserve	0	(206,960)	0	0	0	0	0	0	0
	St-George Street Fire Station Vehicle Exhaust replacement	200,000	200,000	0	0	0	0	0	0	0
	Bore Park Fountain - Confined Space Mitigation	190,000	190,000	0	0	0	0	0	0	0
	Riverfront Park Electrical Pedestals and Directional Drilling	185,000	185,000	0	0	0	0	0	0	0
	Hildegard Fire Station Dorm Alteration and HVAC Mods	200,000	247,000	0	0	0	0	0	0	0
	Recovery - Life Cycle Reserve		(247,000)							
	Botsford Fire Hall Station Humidification Installation	50,000	50,000	0	0	0	0	0	0	0
	Recovery- Life Cycle Reserve	(50,000)	(50,000)	0	0	0	0	0	0	0
	Lions Community Centre Life Cycle Replacements	0	0	0	0	300,000	300,000	0	0	0
	Sustainability Facility Allowance	110,000	0	900,000	140,000	1,200,000	900,000	1,200,000	1,175,000	1,200,000
	2023 and onwards Facility Design Funds	30,000	30,000	30,000	30,000	30,000	30,000	30,000	0	0
	Zoo - Animal Care new Cooler/Freezer Combo	0	120,000	0	0	0	0	0	0	0
	Arc Flash Co-ordination study (Safety Concern)	0	125,000	0	125,000	0	0	0	0	0
	Crossman Kay Community Centre Ice Plant Replacement	0	400,000	0	0	0	0	0	0	0
	Recovery - Life Cycle Reserve	0	(400,000)	0	0	0	0	0	0	0
	Botsford Roof Section Replacement (09005RFB)	0	80,437	0	0	0	0	0	0	0
	Recovery - Life Cycle Reserve	0	(80,437)	0	0	0	0	0	0	0
	Thomas Williams House Envelope Restoration	0	0	0	1,240,000	0	0	0	0	0
	Resurgo - Sloped Glazed Skylight system Repair	0	0	0	300,000	0	0	0	0	0
	Recovery - Life Cycle Reserve	0	0	0	(300,000)	0	0	0	0	0
	Hildegard Fire Station Radiant Heat in Bay	0	0	0	60,000	0	0	0	0	0
	Recovery - Life Cycle Reserve				(60,000)					
	City Hall 6th Floor Water Infiltration Repair	0	200,000	0	0	0	0	0	0	0
	Recovery - Life Cycle Reserve	0	(200,000)	0	0	0	0	0	0	0
	Facilities Fire Evacuation Plan Program	0	0	0	200,000	0	0	0	0	0
	Operations Centre - Explosion Proof Sprinkler Repairs	0	0	0	0	0	0	0	25,000	0

FIVE YEAR CAPITAL WORKS PROGRAM										
PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
		Parking Lots	Parking Lot Reconstruction	350,000	0	350,000	0	350,000	0	350,000
Superior Propane Centre	Capital Plan Items	469,000	690,000	885,000	730,947	125,000	524,637	650,000	85,000	431,000
	Reserve Recovery	(469,000)	(690,000)	(885,000)	(730,947)	(125,000)	(524,637)	(650,000)	(85,000)	(431,000)
	GROSS AMOUNT	7,944,000	10,234,397	2,775,000	3,435,947	2,615,000	2,364,637	2,840,000	8,895,000	2,241,000
	RECOVERY	(819,000)	(2,174,397)	(1,185,000)	(1,390,947)	(425,000)	(824,637)	(950,000)	(385,000)	(731,000)
	NET COST - BUILDINGS, GROUNDS & EQUIPMENT	7,125,000	8,060,000	1,590,000	2,045,000	2,190,000	1,540,000	1,890,000	8,510,000	1,510,000
	GROSS AMOUNT - TRANSPORTATION SERVICES (EXCLUDING TRANSP)	33,286,015	37,682,872	28,417,433	30,619,321	26,748,000	26,514,536	29,348,000	30,423,000	30,769,000
	CANADA COMMUNITY BUILDING FUND (previously GAS TAX)	0	0	0	0	0	0	0	0	0
	OPERATING FUND ALLOCATION	0	0	0	0	0	0	0	0	0
	CAPITAL FROM OPERATING	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
	SUSTAINABLE STREET ALLOWANCE	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	RECOVERIES	(12,769,427)	(10,010,274)	(8,779,746)	(11,980,688)	(3,165,000)	(9,003,743)	(4,940,000)	(1,786,300)	(3,779,000)
	NET COST - TRANSPORTATION SERVICES	17,778,588	24,934,598	16,899,687	15,900,633	20,845,000	14,772,793	21,670,000	25,898,700	24,252,000
CODIAC TRANSP										
Electrification Charging Infrastructure	Transit Facility	1,500,000	294,000	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Federal 40%	(600,000)	(117,600)	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Province - 33%	(499,500)	(97,990)	0	0	0	0	0	0	0
	Transit Fleet Reserve	(400,500)	(78,410)	0	0	0	0	0	0	0
Bus Fleet - Diesel	Replacements	0	2,600,000	0	2,600,000	0	1,300,000	0	0	0
	Integrated Bi-Lateral Agreement - Federal 40%	0	(1,040,000)	0	(1,040,000)	0	(520,000)	0	0	0
	Integrated Bi-Lateral Agreement - Province - 33%	0	(866,580)	0	(866,580)	0	(433,290)	0	0	0
	Transit Fleet Reserve	0	(693,420)	0	(693,420)	0	(250,000)	0	0	0
Bus Fleet - Battery Electric	Replacements	2,600,000	0	2,600,000	1,500,000	2,600,000	0	2,600,000	3,000,000	3,000,000
	Integrated Bi-Lateral Agreement - Federal 40%	(1,040,000)	0	(1,040,000)	(600,000)	(1,040,000)	0	(1,040,000)	(1,200,000)	(1,200,000)
	Integrated Bi-Lateral Agreement - Province - 33%	(866,580)	0	(866,580)	(499,950)	(866,580)	0	(866,580)	(999,900)	(999,900)
	Transit Fleet Reserve	(693,420)	0	(693,420)	(400,050)	(250,000)	0	(250,000)	(250,000)	(250,000)
Bus Operations Barrier		0	510,000	803,400	803,400	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Federal 40%	0	(204,000)	(321,360)	(321,360)	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Province - 33%	0	(169,983)	(267,532)	(267,532)	0	0	0	0	0
	Transit Fleet Reserve	0	(136,017)	0	0	0	0	0	0	0
Bus Shelter Program	2 Replacements/year - Solar	0	50,000	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Federal 40%	0	(20,000)	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement - Province - 33%	0	(16,650)	0	0	0	0	0	0	0
	Transit Fleet Reserve	0	(13,350)	0	0	0	0	0	0	0
Additional Transfer Hub		0	0	500,000	0	0	0	0	500,000	0
	Integrated Bi-Lateral Agreement - Federal 40%	0	0	(200,000)	0	0	0	0	(200,000)	0
	Integrated Bi-Lateral Agreement - Province - 33%	0	0	(166,500)	0	0	0	0	(166,500)	0

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
Magnetic Hill Park & Ride/Turn Around Area		0	243,400	0	0	0	0	0	0	0
Integrated Bi-Lateral Agreement - Federal 40%		0	(97,360)	0	0	0	0	0	0	0
Integrated Bi-Lateral Agreement - Province - 33%		0	(81,125)	0	0	0	0	0	0	0
Transit Fleet Reserve			(64,915)							
CCTV		0	0	0	0	236,000	0	236,000	236,000	236,000
Integrated Bi-Lateral Agreement - Federal 40%		0	0	0	0	(94,400)	0	(94,400)	(94,400)	(94,400)
Integrated Bi-Lateral Agreement - Province - 33%		0	0	0	0	(78,600)	0	(78,600)	(78,600)	(78,600)
Program Funding		0	0	0	0	285,000	285,000	285,000	285,000	285,000
	GROSS AMOUNT	4,100,000	3,697,400	3,903,400	4,903,400	3,121,000	1,585,000	3,121,000	4,021,000	3,521,000
	RECOVERY	(4,100,000)	(3,697,400)	(3,555,392)	(4,688,892)	(2,329,580)	(1,203,290)	(2,329,580)	(2,989,400)	(2,622,900)
	NET COST - CODIAC TRANSIT	0	(0)	348,008	214,508	791,420	381,710	791,420	1,031,600	898,100
	GROSS AMOUNT - TRANSPORTATION SERVICES	37,386,015	41,380,272	32,320,833	35,522,721	29,869,000	28,099,536	32,469,000	34,444,000	34,290,000
	CANADA COMMUNITY BUILDING FUND (previously GAS TAX)	0	0	0	0	0	0	0	0	0
	OPERATING ALLOCATION	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
	SUSTAINABLE STREET ALLOWANCE	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)
	RECOVERY	(16,869,427)	(13,707,674)	(12,335,138)	(16,669,580)	(5,494,580)	(10,207,033)	(7,269,580)	(4,775,700)	(6,401,900)
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	NET COST - TRANSPORTATION SERVICES	17,778,588	24,934,598	17,247,695	16,115,141	21,636,420	15,154,503	22,461,420	26,930,300	25,150,100
5. RECREATION AND CULTURAL SERVICES										
PARKS AND RECREATION SERVICES										
SPORTSFIELDS										
Riverfront Study		100,000	0	0	0	0	0	0	0	0
Sportsfield Renewal	Fence replacement at Westbrook Field	0	100,000	0	0	0	0	0	0	0
	Harrison Trimble - Artificial Turf	0	0	0	0	0	0	0	1,000,000	0
	Recovery Anglophone School Board	0	0	0	0	0	0	0	(500,000)	0
	Bernice McNaughton - Artificial Turf	0	0	0	0	0	0	0	0	1,000,000
	Recovery Anglophone School Board	0	0	0	0	0	0	0	0	(500,000)
Program Funding		0	0	0	0	500,000	500,000	500,000	250,000	500,000
REGIONAL PARKS										
CENTENNIAL										
Centennial Park Entrance Upgrades	Additional Funds for monument refurbishment	0	0	0	0	0	0	500,000	0	0
Program Funding		0	0	0	0	0	0	500,000	500,000	500,000
IRISHTOWN										
Parking Lot	Asphalt parking lots	0	0	0	0	300,000	300,000	0	0	0
MAPLETON										
Trail Upgrades	Various Trails	0	0	0	0	0	0	150,000	0	0
GENERAL										
Civic Squares / Public Space	Fencing- Rene Arthur Fréchet Park	0	50,000	0	0	0	0	0	0	0
	Brick Repair at Settlers Landing	0	150,000	0	0	0	0	0	0	0
Program Funding		200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
		COMMUNITY/NEIGHBORHOOD DEVELOPMENT								
Recreation Master Plan Implementation Projects	Program Funding	500,000	0	500,000	0	500,000	0	500,000	500,000	500,000
	Savannah Heights Park	0	0	0	500,000	0	0	0	0	0
	Camelot Estate Park	0	0	0	0	0	500,000	0	0	0
	Consultant Design- future year parks	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Feasibility and Design -Outdoor Pool	0	0	0	500,000	0	0	0	0	0
	Phase 2 - Feasibility and Implementation	0	100,000	0	1,000,000	0	0	0	1,000,000	0
YOUTH/SENIORS										
Seniors Center - See Facilities Section		0	0	0	0	0	0	0	0	0
TRAILS/ACTIVE TRANSPORTATION										
Trail Development	Program Funding	0	0	0	0	0	0	500,000	500,000	500,000
Panacadie Trail Phase 2	Botsford to Donald	1,600,000	0	0	2,520,000	0	0	0	0	0
	Trail- Ryan to Mapleton Design	0	100,000	1,700,000	0	0	2,600,000	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%	(1,173,280)	0	(1,246,610)	(1,847,916)	0	(1,906,580)	(366,650)	(366,650)	(366,650)
	Trail New- Design	0	0	0	0	100,000	0	0	0	0
Trail Construction No. 1	Program Funding	0	0	0	60,000	0	0	0	0	0
	Rainford to Twin Oaks	0	0	0	50,000	0	0	0	0	0
	L'Odyssey to Parkplace	0	0	0	80,000	0	0	0	0	0
	Palisade to Shediac Road	0	0	0	500,000	0	0	0	0	0
	Northumberland to Shediac Road	0	0	0	(505,977)	0	0	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%									
Trail Construction No. 2	Irishtown- Bouctouche Line phase 2	1,000,000	300,000	0	0	0	0	0	0	0
	Mapleton Park - Topogan, Ribarian and Floodplain	0	245,000	0	0	0	0	0	0	0
	Brigadier General Lockyer- St George Street	0	190,000	0	0	0	0	0	0	0
	Centennial- Muskrat Trail	0	265,000	0	0	0	0	0	0	0
	Integrated Bi-Lateral Agreement- Federal 73.33%	(953,290)	(733,300)	0	(366,650)	0	(549,975)	0	(549,975)	(549,975)
	Trail Recapitalization	300,000	0	500,000	500,000	750,000	750,000	750,000	750,000	750,000
	Trail Recap Design	50,000	50,000	50,000	50,000	50,000	50,000	0	0	0
	GROSS AMOUNT	3,800,000	1,600,000	3,000,000	6,010,000	2,450,000	4,950,000	3,650,000	4,750,000	4,000,000
	RECOVERY	(2,126,570)	(733,300)	(1,246,610)	(2,720,543)	0	(2,456,555)	(366,650)	(1,416,625)	(1,416,625)
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	NET COST - PARKS & LEISURE SERVICES	1,673,430	866,700	1,753,390	3,289,457	2,450,000	2,493,445	3,283,350	3,333,375	2,583,375
ECONOMIC DEVELOPMENT AND EVENTS										
ECONOMIC DEVELOPMENT										
Downtown Vision	St-George St Improvements	200,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Riverfront Strategy Study		210,000	0	210,000	210,000	210,000	210,000	210,000	210,000	210,000
Land Repurchase	Repurchase of land on Seymour Street	0	1,000,000	0	0	0	0	0	0	0
	GROSS AMOUNT	410,000	1,000,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000
	RECOVERY	0	0	0	0	0	0	0	0	0
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	NET COST - ECONOMIC DEVELOPMENT	410,000	1,000,000	410,000	410,000	410,000	410,000	410,000	410,000	410,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
VENUES											
Coliseum Facility Upgrades- Program Funding	Upgrades to concession area - coliseum		1,250,000	0	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	1,250,000
	Integrated Bi-Lateral Agreement- Federal 40%		(500,000)	0	(500,000)	0	(500,000)	0	(500,000)	0	0
Coliseum Facility Upgrades- Program Funding	Design funding for Future Budget Year Work		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Building Upgrades - Venues			150,000	200,000	150,000	200,000	150,000	200,000	150,000	200,000	200,000
Downtown Facilities Development	Future Development and Construction of Downtown City-owned Facilities		3,500,000	0	3,500,000	8,000,000	0	17,000,000	0	0	0
	Recovery		0	0	0	0	0	(5,000,000)	0	0	0
Magnetic Hill Concert Site Upgrades			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	GROSS AMOUNT		5,000,000	300,000	5,000,000	9,550,000	1,500,000	18,550,000	1,500,000	300,000	1,550,000
	RECOVERY		(500,000)	0	(500,000)	0	(500,000)	(5,000,000)	(500,000)	0	0
	PREVIOUS AUTHORITY		0	0	0	0	0	0	0	0	0
	NET COST - VENUES		4,500,000	300,000	4,500,000	9,550,000	1,000,000	13,550,000	1,000,000	300,000	1,550,000
	GROSS AMOUNT		5,410,000	1,300,000	5,410,000	9,960,000	1,910,000	18,960,000	1,910,000	710,000	1,960,000
	RECOVERY		(500,000)	0	(500,000)	0	(500,000)	(5,000,000)	(500,000)	0	0
	PREVIOUS AUTHORITY		0	0	0	0	0	0	0	0	0
	NET COST - ECONOMIC DEVELOPMENT & EVENTS		4,910,000	1,300,000	4,910,000	9,960,000	1,410,000	13,960,000	1,410,000	710,000	1,960,000
CULTURE & ZOO											
Library			44,192	44,192	44,192	44,192	44,192	44,192	44,192	44,192	44,192
Capital from Operating (property tax savings)			(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)
TOURISM											
Magnetic Hill Zoo	Program Funding- Enclosure Upgrades and Repairs		0	0	0	0	0	0	190,000	190,000	190,000
	Winter Lights Storage		20,000	100,000	20,000	0	20,000	0	20,000	0	0
	Previous Authority		0	(50,000)	0	0	0	0	0	0	0
	Wild Lights New		0	0	0	50,000	0	0	0	50,000	0
	Wild Lights (Replacements)		0	50,000	0	50,000	0	50,000	0	50,000	0
	Paving pathways upgrade program		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Safety, exhibit window upgrade program		30,000	0	30,000	30,000	30,000	30,000	30,000	30,000	30,000
	Enclosure animal welfare (Jaguar/Cougar tunnel)		250,000	250,000	0	0	0	0	0	0	0
	Back Deck Repair - Design		0	0	90,000	40,000	190,000	190,000	0	0	0
	Back Deck Repair - repairs		0	0	0	50,000	0	0	0	0	0
	Gazebo Floor - Additional costs New Gazebo		0	100,000	0	0	0	0	0	0	0
	New exhibit growth; Red panda habitat		0	0	300,000	0	0	0	0	0	0
	Design Costs- Future year projects		40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	Amur Tiger & Leopard Renovations & Scales / Tunnel		0	150,000	0	0	0	0	0	0	0
	Friends of the Zoo								(100,000)	(100,000)	(100,000)

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
		Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
Phase 1B - African Exhibits -	Rebuild Lion, Serval, Tortoise and Camel Exhibits	2,473,000	0	0		0	2,473,000	0	0	0
	Federal Recovery (33%)	(816,090)	0	0		0	(816,090)	0	0	0
	Provincial Recovery (33%)	(816,090)	0	0		0	(816,090)	0	0	0
	Friends of the Zoo	(100,000)	0	0		0	(100,000)	0	0	0
Phase 1C - African Exhibits	Entry Plaza and Penguin Enclosure	0	0	2,490,000	0	0	0	0	0	2,490,000
	Federal Recovery (33%)	0	0	(821,700)	0	0	0	0	0	(821,700)
	Provincial Recovery (33%)	0	0	(821,700)	0	0	0	0	0	(821,700)
	Friends of the Zoo	0	0	(100,000)	0	0	0	0	0	(100,000)
	GROSS AMOUNT	2,907,192	784,192	3,064,192	354,192	374,192	2,877,192	374,192	454,192	2,844,192
	TOTAL RECOVERY	(1,732,180)	(50,000)	(1,743,400)	0	0	(1,732,180)	0	(100,000)	(1,843,400)
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	CAPITAL FROM OPERATING	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)
	NET COST - CULTURE	1,130,820	690,000	1,276,600	310,000	330,000	1,100,820	330,000	310,000	956,600
	GROSS AMOUNT - RECREATION AND CULTURAL SERVICES	12,117,192	3,684,192	11,474,192	16,324,192	4,734,192	26,787,192	5,934,192	5,914,192	8,804,192
	TOTAL RECOVERY	(4,358,750)	(783,300)	(3,490,010)	(2,720,543)	(500,000)	(9,188,735)	(866,650)	(1,516,625)	(3,260,025)
	CAPITAL FROM OPERATING	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)	(44,192)
	PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
	NET COST - RECREATION AND CULTURAL SERVICES	7,714,250	2,856,700	7,939,990	13,559,457	4,190,000	17,554,265	5,023,350	4,353,375	5,499,975
6. PROTECTIVE SERVICES										
POLICE FORCE										
Building Upgrade Program	Consoles (Workstations) for OCC (replacement of 1 unit per year)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Upgrade Program	Various Upgrades Required	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	GROSS AMOUNT	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
	RECOVERY	0	0	0	0	0	0	0	0	0
	NET COST - POLICE	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
FIRE DEPARTMENT										
BUILDINGS										
Program Funding (Supported through facilities)		0	0	0	0	0	0	0	0	0
	GROSS AMOUNT	0	0	0	0	0	0	0	0	0
	RECOVERY	0	0	0	0	0	0	0	0	0
	NET COST	0	0	0	0	0	0	0	0	0
VEHICLES										
Replace Quint Apparatus (Botsford & Brandon)		0	4,000,000	2,000,000	0	2,000,000	0	0	0	0
Replace Ladder Truck	Purchase of new ladder truck	2,400,000	0	0	2,400,000	0	0	0	0	0
	Recovery on sale of used one purchased 2023	0	0	0	(1,000,000)	0	0	0	0	0
Engine 6		0	0	0	0	0	0	0	0	1,000,000
Program Funding- Truck Equipment		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	GROSS AMOUNT	2,450,000	4,050,000	2,050,000	2,450,000	2,050,000	50,000	50,000	50,000	1,050,000
	RECOVERY	0	0	0	(1,000,000)	0	0	0	0	0
	NET COST	2,450,000	4,050,000	2,050,000	1,450,000	2,050,000	50,000	50,000	50,000	1,050,000

PROJECT CATEGORY, LOCATION AND/OR DESCRIPTION	Projects with IBA and other Funding	Projects Pending Other Funding	2024	2024	2025	2025	2026	2026	2027	2027	2028
			Previous	Proposed	Previous	Proposed	Previous	Proposed	Previous	Proposed	Proposed
EQUIPMENT											
Hose Replacement			0	0	42,000	42,000	0	0	42,000	42,000	0
Breathing Air System (SCBA, Spare Bottles & Mobile Air Supply)			42,000	42,000	0	0	42,000	42,000	0	0	42,000
Program Funding			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
		GROSS AMOUNT	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000
		RECOVERY	0	0	0	0	0	0	0	0	0
		NET COST	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000	142,000
		GROSS AMOUNT	2,592,000	4,192,000	2,192,000	2,592,000	2,192,000	192,000	192,000	192,000	1,192,000
		RECOVERY	0	0	0	(1,000,000)	0	0	0	0	0
		NET COST - FIRE	2,592,000	4,192,000	2,192,000	1,592,000	2,192,000	192,000	192,000	192,000	1,192,000
		GROSS AMOUNT - PROTECTIVE SERVICES	2,672,000	4,272,000	2,272,000	2,672,000	2,272,000	272,000	272,000	272,000	1,272,000
		TOTAL RECOVERY	0	0	0	(1,000,000)	0	0	0	0	0
		PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
		NET COST - PROTECTIVE SERVICES	2,672,000	4,272,000	2,272,000	1,672,000	2,272,000	272,000	272,000	272,000	1,272,000
7. ENVIRONMENTAL DEVELOPMENT SERVICES											
TOURISM											
Magnetic Hill Park Circulation	Park Paving Program		110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Program Funding - Magnetic Hill			0	0	115,000	115,000	115,000	115,000	115,000	115,000	115,000
		GROSS AMOUNT - ENVIRONMENTAL DEVELOPMENT SERVICES	110,000	110,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
		TOTAL RECOVERY	0	0	0	0	0	0	0	0	0
		PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
		NET COST - ENVIRONMENTAL DEVELOPMENT SERVICES	110,000	110,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
		CORE PROGRAM GROSS AMOUNT - GENERAL CAPITAL EXPENDITURES	53,060,207	50,221,464	46,692,025	55,143,913	37,500,192	55,783,728	39,300,192	41,255,192	44,991,192
		TOTAL RECOVERY- OTHER GOV'T AND THIRD PARTY	(21,228,177)	(14,490,974)	(15,825,148)	(20,390,123)	(5,994,580)	(19,395,768)	(8,136,230)	(6,292,325)	(9,661,925)
		PREVIOUS AUTHORITY	0	0	0	0	0	0	0	0	0
		CANADA COMMUNITY BUILDING FUND (previously GAS TAX)	(5,179,051)	(5,404,227)	(5,179,051)	(5,404,227)	(5,179,051)	(5,404,227)	(5,179,051)	(5,404,227)	(5,404,227)
		SUSTAINABLE STREET ALLOWANCE	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)	(2,650,000)
		CAPITAL FROM OPERATING - PROJECT SPECIFIC/DEBT CONTRIBUTION	(5,734,192)	(5,734,192)	(5,734,192)	(5,734,192)	(6,234,192)	(6,234,192)	(6,734,192)	(6,734,192)	(6,734,192)
		CORE PROGRAM NET AMOUNT - GENERAL CAPITAL EXPENDITURES	18,268,787	21,942,071	17,303,634	20,965,371	17,442,369	22,099,541	16,600,719	20,174,448	20,540,848
		CAPITAL FROM OPERATING - SUPPORT INFLATION GROWTH	0	(2,400,000)	0	(2,400,000)	0	(2,400,000)	0	(2,400,000)	(2,400,000)
			18,268,787	19,542,071	17,303,634	18,565,371	17,442,369	19,699,541	16,600,719	17,774,448	18,140,848
		CAPITAL FROM OPERATING - INTEREST MITIGATION	0	(1,568,676)	0	(3,703,676)	0	(3,703,676)	0	(3,703,676)	(3,703,676)
		ALLOCATION OF CAPITAL RESERVE FUND TO 2024 CAPITAL BUDGET	0	(16,550,000)	0	0	0	0	0	0	0
			18,268,787	1,423,395	17,303,634	14,861,695	17,442,369	15,995,865	16,600,719	14,070,772	14,437,172

The Process Used in Identifying Funded Projects

The City of Moncton actively collaborates with multiple levels of government and their respective departments to identify opportunities for accessing available funding in support of specific capital projects. To facilitate this process, the City maintains an advocacy list, which is shared with higher levels of government.

In addition to various smaller, specialized provincial funding programs, there are two significant funding initiatives that play a crucial role in supporting City projects, subject to specific qualifying criteria:

- **Inter-provincial Bi-lateral Agreement (IBA):** This agreement is established between the Federal Government and the Province of New Brunswick, and it serves as a mechanism for providing financial assistance to municipalities. Under this agreement, the Federal Government and Provincial Government jointly contribute funding, covering up to 40% and 33.33%, respectively, of the total project costs. To determine which projects are eligible for funding requests, the City employs prioritization criterion. This criterion assesses factors such as health and safety, legal compliance, and essential infrastructure upgrades to identify the most suitable projects with the highest likelihood of approval and subsequent funding allocation.
- **Inter-provincial Bi-lateral Agreement (IBA) 40% Funding:** In an extension of the IBA, a portion of funding initially designated for Transit Capital Funding has been made accessible for use in projects beyond the transit sector, provided they align with the "Green Initiatives" category as defined within the IBA funding guidelines. These projects encompass initiatives aimed at enhancing facilities for greener and more energy-efficient operations, the replacement of sanitary and storm sewer systems, development of trails and related infrastructure that promotes active transportation while reducing Greenhouse Gas Emissions. Through this expanded program, the City has access to approximately \$28 million in remaining funds, with the funding covering up to 40% of the total project cost. The municipality is responsible for covering the remaining 60% for approved projects.

For the 2024 Capital Projects, funding from these IBA programs is anticipated to contribute up to \$4.0 million towards various projects outlined within the 2024 Capital Works Plan,

reflecting the City's commitment to advancing critical infrastructure and sustainability initiatives.



Fleet Vehicle & Equipment Replacement Estimates - 2024

Equipment ID	Dept. Assigned	Description	Equipment categories	2023 Adjusted	2024	Total
				Carryover	Replacement	
161	Public Works	BASIN CLEANER	Basin Cleaners	655,000.00		655,000.00
272	Water & Wastewater	COMMERCIAL CUT AWAY VAN - 2WD	Cube Vans		120,000.00	120,000.00
798	Facilities	SERVICE TRUCK - 2WD - DUAL - REAR WHEE	Cube Vans	120,000.00		120,000.00
544	Fire	CARGO VAN - LONG WHEEL - BASE - ARSON	Emergency - Passenger Vehicles		80,000.00	80,000.00
266	Bylaw	1/2 TON DOUBLE CAB PICKUP	Emergency - Passenger Vehicles		60,000.00	60,000.00
97	Water & Wastewater	STREET FLUSHER	Flusher Truck		250,000.00	250,000.00
711	Fleet	FORKLIFT	Forklift		80,000.00	80,000.00
323	Information System	PASSENGER VAN	Minivans		35,000.00	35,000.00
196	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
197	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
150	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
149	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
179	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
178	Public Works	TRACKLESS	Municipal Tractor with Attachments		198,000.00	198,000.00
792	Public Works	PICKUP - 2WD - EXTENDED CAB	Pickup Trucks		57,000.00	57,000.00
214	Water & Wastewater	PICKUP - 4WD - CLUB CAB	Pickup Trucks		57,000.00	57,000.00
729	COM	DIESEL JOHN DEERE MOWER	Rideon Mowers		35,000.00	35,000.00
781	Parks	DIESEL JOHN DEERE MOWER	Rideon Mowers		35,000.00	35,000.00
655	Public Works	SERVICE TRUCK - - DUAL - REAR	Service Truck - Aerial		230,000.00	230,000.00
121	Fleet	PICKUP - 4WD - EXTENDED CAB	Service Trucks		110,000.00	110,000.00
260	Water & Wastewater	PICKUP - 4WD - CREW CAB	Service Trucks		70,000.00	70,000.00
213	Water & Wastewater	PICKUP - 2WD - CREW CAB	Service Trucks		70,000.00	70,000.00
701	Parks	SERVICE TRUCK - 1 - TON - 2WD	Service Trucks	80,000.00		80,000.00
764	Coliseum	FORD F350 4WD CREW CAB	Service Trucks	80,000.00		80,000.00
163	Water & Wastewater	SEWER CLEANER	Sewer Flushers		740,000.00	740,000.00
288	Water & Wastewater	SNOWMOBILE	Snowmachines		20,000.00	20,000.00

Equipment ID	Dept. Assigned	Description	Equipment categories	2023 Adjusted	2024	Total
				Carryover	Replacement	
182	Public Works	STREET SWEEPER	Street Sweepers		405,000.00	405,000.00
181	Public Works	TANDEM TRUCK - 6 X 4	Tandem Plow Truck	460,000.00		460,000.00
166	Public Works	TANDEM TRUCK - 6 X 4	Tandem Plow Truck	460,000.00		460,000.00
193	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
194	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
198	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
199	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
240	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
241	Public Works	TRAILER - SALT/SAND SPREADER	Trackless Spreader Trailer		33,000.00	33,000.00
799	Parks	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
747	Coliseum	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
786	Parks	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
785	Parks	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
728	Parks	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
805	Zoo	TRACTOR - 4WD	Tractors		94,000.00	94,000.00
211	Water & Wastewater	UTILITY VEHICLE - 4WD	UTV		25,000.00	25,000.00
807	Zoo	UTILITY VEHICLE - 4WD	UTV		25,000.00	25,000.00
218	Water & Wastewater	VALVE BOX CLEANER	Valve Box Cleaner		130,000.00	130,000.00
653	Public Works	WHEELED LOADER	Loader		600,000.00	600,000.00
650	Public Works	WHEELED LOADER	Loader		600,000.00	600,000.00
652	Public Works	WHEELED LOADER	Loader		600,000.00	600,000.00
				1,855,000.00	6,384,000.00	8,239,000.00

Municipal Facilities Deferred Maintenance Budget

Facility	Project Description	2021	2022	2023	Total Previous Allocated Projects (Incomplete)	2024 Proposed Estimates
Previously allocated projects (incomplete)						
BLDG09002 St. George BLVD. Fire Station	Humidification system, HRV's and training alteration			\$ 275,000	\$ 275,000	
BLDG02010 Riverfront Trail Building	Structural repairs	\$ 18,274			\$ 18,274	
Undetermined	Hazardous materials assessment	\$ 28,940			\$ 28,940	
BLDG02021 Centennial Lawn Bowling	Accessibility items and lighting to LED					\$ 87,500
BLDG06001 Brandon Street Fire Station	Valve replacement					\$ 60,000
Wood Facade Buildings Only	Exterior paint (EMP)					\$ 280,000
BLDG05030 Zoo - Container	Exterior lifecycle and accessibility implements					\$ 30,000
BLDG02006 Coliseum	Roof / gutter replacement (02006RFF)					\$ 60,000
Total Projects		\$ 47,214	\$ -	\$ 275,000	\$ 322,214	\$ 517,500
					2024 Total Project Estimate	\$ 517,500
					Previously Allocated Projects	\$ 322,214
					2024 Total Estimated Net Spend	\$ 839,714
					2024 Reserve Deposit Contribution	\$ 465,000
					Carry-Forward Reserve Balance	\$ 725,876
					2024 Total Estimated Reserve Availability	\$ 1,190,876
					Estimated Reserve Balance - End of 2024	\$ 351,162

Project Summary

Number:	W24A 01AB		
Title:	Street Reconstruction No. 1 Sewer System Master Plan Implementation		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments		
Remove and replace the existing sewer on Stone from Elmwood to end, on Masters from Ellerdale to McKay, on Elm from Gordon to end and on McAllen from Bonaccord to end.				Priority: Essential Improvements Strategic Pillar: Environment		
Asset Recapitalization				New Asset/Growth		
Yes				No		
Forecast				Project Detailed 2024		
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount
2024	500,000	500,000	0	5802-00	CONTRACTOR COSTS	500,000
	500,000	500,000	0		Total Expense:	500,000
				Revenue		
				5892-00	BORROWING AUTHORITY	500,000
					Total Revenue:	500,000
Related Projects				Operating Impacts		
Year Identified	Start Date	Partner	Manager			Completion Date
2024	Jan 1, 2024		Marc Arsenault			Dec 31, 2024

Project Summary

Number:	W24A 01AC		
Title:	Street Reconstruction No. 2 Sewer System Master Plan Implementation		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing sewer on Cavendish from Bessborough to Allison and on Allison from Cavendish to Falkland.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	630,000	630,000	0	5802-00	CONTRACTOR COSTS		630,000
	630,000	630,000	0			Total Expense:	630,000
				5892-00	BORROWING AUTHORITY		630,000
						Total Revenue:	630,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24A 01AD		
Title:	Street Reconstruction No. 3 Sewer System Master Plan Implementation		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing sewer on Somerset from Donald to Massey.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	460,000	460,000	0	Expense			
	460,000	460,000	0	5802-00	CONTRACTOR COSTS	460,000	
						Total Expense:	460,000
				Revenue			
				5892-00	BORROWING AUTHORITY	460,000	
						Total Revenue:	460,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24A 01AQ		
Title:	Subdivision Development - Sanitary Sewer		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City contribution towards upsizing and other related infrastructure requirements to address future growth expectations.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	<u>150,000</u>	<u>150,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		150,000
						Total Expense:	150,000
				Revenue			
				5832-00	RECOVERY		150,000
						Total Revenue:	150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Rene Lagace			Dec 31, 2024	

Project Summary

Number:	W24A 01BC		
Title:	Sewer Separation (St George -West) Phase 1- Main, West up to Broadview		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing sewer on West from Main to Broadview.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	750,000	750,000	0	Expense			
	750,000	750,000	0	5802-00	CONTRACTOR COSTS		750,000
						Total Expense:	750,000
				Revenue			
				5832-00	RECOVERY		644,423
				5892-00	BORROWING AUTHORITY		105,577
						Total Revenue:	750,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger/Consultant			Dec 31, 2024	

Project Summary

Number:	W24A 01BD		
Title:	Moncton Industrial Park West Phase 2		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description		Comments	
City contribution towards sewer upgrades at Causeway traffic circle and Moncton Industrial Park.		Priority: Support Anticipated Growth Strategic Pillar: Environment	
Asset Recapitalization		New Asset/Growth	
Yes		No	
Forecast		Project Detailed 2024	
Budget Year	Total Expense	Total Revenue	Difference
2024	1,952,200	1,952,200	0
	1,952,200	1,952,200	0
GL Account	Description	Total Amount	
Expense			
5802-00	CONTRACTOR COSTS		1,952,200
		Total Expense:	1,952,200
Revenue			
5832-00	RECOVERY		275,000
5892-00	BORROWING AUTHORITY		1,677,200
		Total Revenue:	1,952,200
Related Projects		Operating Impacts	
Year Identified	Start Date	Partner	Manager
2024	Jan 1, 2024		Marc Arsenault/MID
			Completion Date
			Dec 31, 2024

Project Summary

Number:	W24A 01BF		
Title:	NBCC Moncton and Northwest Plaza Charge Area - Sanitary		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new sanitary sewer along the new Worthington extension from Mountain to the new roundabout.				Priority: Support Anticipated Growth Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	415,000	415,000	0	Expense			
	415,000	415,000	0	5802-00	CONTRACTOR COSTS		415,000
						Total Expense:	415,000
				Revenue			
				5832-00	RECOVERY		310,511
				5892-00	BORROWING AUTHORITY		104,489
						Total Revenue:	415,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard / Consultant			Dec 31, 2024	

Project Summary

Number:	W24A 01BG		
Title:	Downtown Core Community Improvement Plan - Sanitary		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Sanitary component of public infrastructure requirements for Downtown Development.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	84,421	84,421	0	Expense			
	<u>84,421</u>	<u>84,421</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		84,421
						Total Expense:	84,421
				Revenue			
				5832-00	RECOVERY		61,627
				5892-00	BORROWING AUTHORITY		22,794
						Total Revenue:	84,421
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Marc Robichaud		Dec 31, 2024		

Project Summary

Number:	W24A 02AD		
Title:	Geographical Information System		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Acquire orthographic photos of the City of Moncton and integrate them into the GIS system to support City Staff.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	30,000	30,000	0	Expense			
	<u>30,000</u>	<u>30,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		30,000
						Total Expense:	30,000
				Revenue			
				5892-00	BORROWING AUTHORITY		30,000
						Total Revenue:	30,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Ryan Sorrey		Dec 31, 2024		

Project Summary

Number:	W24A 02AG		
Title:	Sewage Lift Stations (SCADA Upgrades)		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Continuous improvements to SCADA Systems.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	80,000	80,000	0	Expense			
	80,000	80,000	0	5822-00	MATERIALS	80,000	
						Total Expense:	80,000
				Revenue			
				5892-00	BORROWING AUTHORITY	80,000	
						Total Revenue:	80,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Korey Fram			Dec 31, 2024	

Project Summary

Number:	W24A 02AJ		
Title:	Sewer Infrastructure Assessment		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Joint project with Trans Aqua to assess combined sewer overflows. This is the City's contribution.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	25,000	25,000	0	Expense			
	<u>25,000</u>	<u>25,000</u>	<u>0</u>	5812-00	CONSULTANT COSTS	25,000	
						Total Expense:	25,000
				Revenue			
				5832-00	RECOVERY	25,000	
						Total Revenue:	25,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Marc Arsenault			Dec 31, 2024	

Project Summary

Number:	W24B 01AB		
Title:	Street Reconstruction No. 1 Watermain Renewal Program		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing watermain on Stone from Elmwood to end, on Masters from Ellerdale to McKay, on Elm from Gordon to end and on McAllen from Bonaccord to end.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	630,000	630,000	0	5802-00	CONTRACTOR COSTS	630,000	
	630,000	630,000	0			Total Expense:	630,000
				5892-00	BORROWING AUTHORITY	630,000	
						Total Revenue:	630,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Marc Arsenault			Dec 31, 2024	

Project Summary

Number:	W24B 01AC		
Title:	Street Reconstruction No. 2 Watermain Renewal Program		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing watermain on Cavendish from Bessborough to Allison and on Allison from Cavendish to Falkland.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,160,000	1,160,000	0	Expense			
	<u>1,160,000</u>	<u>1,160,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		1,160,000
						Total Expense:	1,160,000
				Revenue			
				5832-00	RECOVERY		783,406
				5892-00	BORROWING AUTHORITY		376,594
						Total Revenue:	1,160,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24B 01AD		
Title:	Street Reconstruction No. 3 Watermain Renewal Program		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing watermain on Somerset from Donald to Massey.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	540,000	540,000	0	Expense			
	540,000	540,000	0	5802-00	CONTRACTOR COSTS		540,000
						Total Expense:	540,000
				Revenue			
				5892-00	BORROWING AUTHORITY		540,000
						Total Revenue:	540,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24B 01AQ		
Title:	Subdivision Development - Water		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City contribution towards upsizing and other water related infrastructure requirements to address future growth expectations.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	<u>100,000</u>	<u>100,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	100,000	
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY	100,000	
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger/Consultant			Dec 31, 2024	

Project Summary

Number:	W24B 01BC		
Title:	Sewer Separation (St George -West) Phase 1- Main, West up to Broadview		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace the existing watermain on West from Main Street to Broadview.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	450,000	450,000	0	Expense			
	<u>450,000</u>	<u>450,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		450,000
						Total Expense:	450,000
				Revenue			
				5832-00	RECOVERY		450,000
						Total Revenue:	450,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger / Consultant			Dec 31, 2024	

Project Summary

Number:	W24B 01BF		
Title:	NBCC Moncton and Northwest Plaza Charge Area - Water		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new watermain along the new Worthington extension from Mountain to the new roundabout and on Ayer Avenue from Preston to the new roundabout.				Priority: Support Anticipated Growth Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	690,000	690,000	0	5802-00	CONTRACTOR COSTS		690,000
	690,000	690,000	0			Total Expense:	690,000
				Revenue			
				5832-00	RECOVERY		506,874
				5892-00	BORROWING AUTHORITY		183,126
						Total Revenue:	690,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard / Consultant			Dec 31, 2024	

Project Summary

Number:	W24B 01BG		
Title:	Downtown Core Community Improvement Plan - Water		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Water component of public infrastructure requirements for Downtown Development.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	126,927	126,927	0	Expense			
	126,927	126,927	0	5802-00	CONTRACTOR COSTS		126,927
						Total Expense:	126,927
				Revenue			
				5832-00	RECOVERY		92,657
				5892-00	BORROWING AUTHORITY		34,270
						Total Revenue:	126,927
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Marc Robichaud		Dec 31, 2024		

Project Summary

Number:	W24B 02AD		
Title:	Geographical Information System		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Acquire orthographic photos of the City of Moncton and integrated into the GIS system to support City Staff.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	30,000	30,000	0	Expense			
	<u>30,000</u>	<u>30,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		30,000
						Total Expense:	30,000
				Revenue			
				5892-00	BORROWING AUTHORITY		30,000
						Total Revenue:	30,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Ryan Sorrey		Dec 31, 2024		

Project Summary

Number:	W24B 02AF		
Title:	HPS - Variable Speed Drive for Pump at Highfield Pumping Station		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrade to pump control unit due to aging technology and operational issues.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5822-00	MATERIALS		100,000
						Total Expense:	100,000
				Revenue			
				5892-00	BORROWING AUTHORITY		100,000
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner		Manager		Completion Date	
2024	Jan 1, 2024			Korey Fram		Dec 31, 2024	

Project Summary

Number:	W24B 02AG		
Title:	SCADA Communication Upgrades		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrade to SCADA, includes technology upgrades for new software, PLC (Programmable Logic Controllers), RTU (Remote Terminal Units), pump controllers and communications.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,050,000	1,050,000	0	Expense			
	1,050,000	1,050,000	0	5812-00	CONSULTANT COSTS	100,000	
				5822-00	MATERIALS	950,000	
					Total Expense:	1,050,000	
				Revenue			
				5832-00	RECOVERY	50,000	
				5892-00	BORROWING AUTHORITY	1,000,000	
					Total Revenue:	1,050,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Korey Fram			Dec 31, 2024	

Project Summary

Number:	W24B 02CF		
Title:	Diesel Generator at Magnetic Hill Pumping Station		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replacement and Upgrade of Diesel Generator at Magnetic Hill Pumping station.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	150,000	150,000	0	5812-00	CONSULTANT COSTS		10,000
				5822-00	MATERIALS		140,000
					Total Expense:		150,000
				Revenue			
				5892-00	BORROWING AUTHORITY		150,000
					Total Revenue:		150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Korey Fram			Dec 31, 2024	

Project Summary

Number:	W24B 02CK		
Title:	Land Acquisition - Watershed Protection		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Purchase of watershed properties, followed by proper septic and well decommissioning, property clean-up, and tree-planting as applicable.				Priority: Safety and Security Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	<u>200,000</u>	<u>200,000</u>	<u>0</u>	5822-00	MATERIALS		200,000
						Total Expense:	200,000
				Revenue			
				5892-00	BORROWING AUTHORITY		200,000
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Nicole Taylor		Dec 31, 2024		

Project Summary

Number:	W24B 02DK		
Title:	Data Communication Units - 5G Communications Upgrades		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrade to new cellular technology for the meter reading system that will no longer be supported.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	250,000	250,000	0	Expense			
	<u>250,000</u>	<u>250,000</u>	<u>0</u>	5822-00	MATERIALS	250,000	
						Total Expense:	250,000
				Revenue			
				5892-00	BORROWING AUTHORITY	250,000	
						Total Revenue:	250,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Korey Fram			Dec 31, 2024	

Project Summary

Number:	W24B 02HK		
Title:	McLaughlin Water Supply - Infrastructure Upgrades		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Infrastructure upgrades to sections of McLaughlin Dam and surrounding components.				Priority: Safety and Security Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	<u>150,000</u>	<u>150,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		50,000
				5812-00	CONSULTANT COSTS		50,000
				5822-00	MATERIALS		50,000
					Total Expense:		150,000
				Revenue			
				5832-00	RECOVERY		150,000
					Total Revenue:		150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Nicole Taylor		Dec 31, 2024		

Project Summary

Number:	W24B 02KK		
Title:	Turtle Creek Analysis of Risks		
Asset Type:			
Responsibility:	23-23 - CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Phase 1 – Analysis of risks to the drinking water supply (road configurations, guiderails/barriers, contamination risk, winter road maintenance, etc. Potential funding partnership with DTI.				Priority: Safety and Security Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5812-00	CONSULTANT COSTS	100,000	
					Total Expense:	100,000	
				Revenue			
				5832-00	RECOVERY	100,000	
					Total Revenue:	100,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Nicole Taylor			Dec 31, 2024	

Project Summary

Number:	W24C 01AB		
Title:	Street Reconstruction No. 1 Storm Sewers		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new storm sewer on Stone from Elmwood to end and on Masters from Ellerdale to McKay.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	500,000	500,000	0	5802-00	CONTRACTOR COSTS		500,000
	500,000	500,000	0			Total Expense:	500,000
				5832-00	RECOVERY		500,000
						Total Revenue:	500,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Marc Arsenault			Dec 31, 2024	

Project Summary

Number:	W24C 01AC		
Title:	Street Reconstruction No. 2 Storm Sewers		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace the existing sewer on Cavendish from Bessborough to Allison and on Allison from Cavendish to Falkland.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	630,000	630,000	0	5802-00	CONTRACTOR COSTS	630,000	
	630,000	630,000	0			Total Expense:	630,000
				5832-00	Recovery	630,000	
						Total Revenue:	630,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner		Manager	Completion Date		
2024	Jan 1, 2024			Patrick Allard	Dec 31, 2024		

Project Summary

Number:	W24C 01AD		
Title:	Street Reconstruction No. 3 Storm Sewers		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new storm sewer on Somerset from Donald to Massey.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	460,000	460,000	0	5802-00	CONTRACTOR COSTS		460,000
	460,000	460,000	0			Total Expense:	460,000
				5832-00	RECOVERY		460,000
						Total Revenue:	460,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24C 01AQ		
Title:	Subdivision Development - Storm Sewer		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City Contribution towards upsizing and other related storm sewer infrastructure requirements to address future growth expectations.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	<u>100,000</u>	<u>100,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		100,000
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY		100,000
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Rene Lagace			Dec 31, 2024	

Project Summary

Number:	W24C 01BC		
Title:	Sewer Separation (St George -West) Phase 1- Main, West up to Broadview		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new storm sewer on Main and West up to Broadview.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	750,000	750,000	0	Expense			
	750,000	750,000	0	5802-00	CONTRACTOR COSTS		750,000
						Total Expense:	750,000
				Revenue			
				5832-00	RECOVERY		750,000
						Total Revenue:	750,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jacques Leger / Consultant		Dec 31, 2024		

Project Summary

Number:	W24C 01BF		
Title:	New Road Between NBCC Moncton and Northwest Plaza Storm Sewer		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Install a new storm sewer along the new Worthington Extension from Mountain to the new roundabout.				Priority: Support Anticipated Growth Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	860,000	860,000	0	Expense			
	<u>860,000</u>	<u>860,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	860,000	
						Total Expense:	860,000
				Revenue			
				5832-00	RECOVERY	860,000	
						Total Revenue:	860,000
				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard / Consultant			Dec 31, 2024	

Project Summary

Number:	W24C 01BG		
Title:	Downtown Core Community Improvement Plan - Storm Sewer		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Storm component of public infrastructure requirements for Downtown Development.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,610,475	1,610,475	0	Expense			
	<u>1,610,475</u>	<u>1,610,475</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		1,610,475
						Total Expense:	1,610,475
				Revenue			
				5832-00	RECOVERY		1,610,475
						Total Revenue:	1,610,475
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Marc Robichaud		Dec 31, 2024		

Project Summary

Number:	W24C 04CC		
Title:	McLaughlin (Ogilvie Brook) - Storm Sewer		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City contribution towards the installation of a new culvert by NBDTI at Ogilvie Brook on McLaughlin.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	<u>200,000</u>	<u>200,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	200,000	
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY	200,000	
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Marc Robichaud			Dec 31, 2024	

Project Summary

Number:	W24C 04CD		
Title:	Horsman Road (Multi-purpose Trail)		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Extend the twin culverts at Jonathan Creek on Horsman for a new multi-use trail.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	<u>200,000</u>	<u>200,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		200,000
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY		200,000
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jacques Leger		Dec 31, 2024		

Project Summary

Number:	W24D 01AB		
Title:	Street Reconstruction No. 1 Road and Street		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace all existing curb, sidewalk, gravels, and asphalt on Stone from Elmwood to end, on Masters from Ellerdale to McKay, on Elm from Gordon to end and on McAllen from Bonaccord to end.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	940,000	940,000	0	5802-00	CONTRACTOR COSTS	940,000	
	940,000	940,000	0			Total Expense:	940,000
				5832-00	RECOVERY	940,000	
						Total Revenue:	940,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Marc Arsenault			Dec 31, 2024	

Project Summary

Number:	W24D 01AC		
Title:	Street Reconstruction No. 2 Road and Street		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace all curb, sidewalk, gravels, and asphalt on Cavendish from Bessborough to Allison and on Allison from Cavendish to Falkland.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,630,000	1,630,000	0	Expense			
	<u>1,630,000</u>	<u>1,630,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		1,630,000
						Total Expense:	1,630,000
				Revenue			
				5832-00	RECOVERY		1,630,000
						Total Revenue:	1,630,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24D 01AD		
Title:	Street Reconstruction No. 3 Road and Street		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace all curb, sidewalk, gravels, and asphalt on Somerset from Donald to Massey.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	660,000	660,000	0	5802-00	CONTRACTOR COSTS		660,000
	660,000	660,000	0			Total Expense:	660,000
				5892-00	BORROWING AUTHORITY		660,000
						Total Revenue:	660,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24D 01AQ		
Title:	Subdivision Development		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City Contribution towards upsizing and other related road infrastructure requirements to address future growth expectations.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	320,000	320,000	0	Expense			
	<u>320,000</u>	<u>320,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		320,000
						Total Expense:	320,000
				Revenue			
				5892-00	BORROWING AUTHORITY		320,000
						Total Revenue:	320,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Rene Lagace		Dec 31, 2024		

Project Summary

Number:	W24D 01BC		
Title:	Sewer Separation (St George -West) Phase 1- Main, West up to Broadview		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace all curb, sidewalk, gravels, and asphalt on West and complete the trench reinstatement on Main.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,150,000	1,150,000	0	5802-00	CONTRACTOR COSTS		1,150,000
	1,150,000	1,150,000	0			Total Expense:	1,150,000
				5832-00	RECOVERY		1,150,000
						Total Revenue:	1,150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger / Consultant			Dec 31, 2024	

Project Summary

Number:	W24D 01BD		
Title:	McLaughlin (Ogilvie Brook) - Road and Street		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
City contribution towards the widening on McLaughlin at Granite Drive as part of the new culvert installation at Ogilvie Brook by NBDTI.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	<u>150,000</u>	<u>150,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		150,000
						Total Expense:	150,000
				Revenue			
				5832-00	RECOVERY		150,000
						Total Revenue:	150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Marc Robichaud		Dec 31, 2024		

Project Summary

Number:	W24D 01BF		
Title:	New Road Between NBCC Moncton and Northwest Plaza - Road and Street		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Construction of Worthington Extension including a new roundabout to service the Shannex development from Mountain Road. Also included is the extension of Ayer from Preston to the new roundabout.				Priority: Support Anticipated Growth Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	3,940,000	3,940,000	0	Expense			
	<u>3,940,000</u>	<u>3,940,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		3,940,000
						Total Expense:	3,940,000
				Revenue			
				5832-00	RECOVERY		3,940,000
						Total Revenue:	3,940,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard / Consultant			Dec 31, 2024	

Project Summary

Number:	W24D 05AD		
Title:	Street Micro-surfacing		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Micro-surface various streets to preserve the life of recently placed asphalt.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	500,000	500,000	0	Expense			
	500,000	500,000	0	5802-00	CONTRACTOR COSTS		500,000
						Total Expense:	500,000
				Revenue			
				5832-00	RECOVERY		500,000
						Total Revenue:	500,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Nicole Cassie			Dec 31, 2024	

Project Summary

Number:	W24D 06BA		
Title:	Street Resurfacing No. 1		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Mill existing seal asphalt and replace on Vaughan Harvey from Mountain to Collishaw, Russ Howard from Millenium including Roundabout, Sunshine from Mountain to Muirfield, Myles from High to Jones, including pavement preservation.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	2,965,000	2,965,000	0	Expense			
	<u>2,965,000</u>	<u>2,965,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		2,965,000
						Total Expense:	2,965,000
				Revenue			
				5832-00	RECOVERY		2,965,000
						Total Revenue:	2,965,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24D 06BB		
Title:	Street Resurfacing No. 2		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Mill the existing seal asphalt and replace on Mill from Humphrey's Brook to Elmwood, on Morton from Elmwood to McLaughlin, on Queen from Botsford to Lutz, on Highfield from Main to Gordon and on Mountain from Botsford to King.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	2,190,000	2,190,000	0	Expense			
	<u>2,190,000</u>	<u>2,190,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		2,190,000
						Total Expense:	2,190,000
				Revenue			
				5832-00	RECOVERY		2,190,000
						Total Revenue:	2,190,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24D 06BC		
Title:	Street Resurfacing No. 3		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Mill the existing seal asphalt and replace on Garfield from West Lane to Jones, on Liberty from McLaughlin to Marquette, on Crestwood from Cardigan to Ayer, on Providence from Highfield to Université and on Lonsdale from Carsdale to Mountain.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	2,080,000	2,080,000	0	Expense			
	<u>2,080,000</u>	<u>2,080,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		2,080,000
						Total Expense:	2,080,000
				Revenue			
				5832-00	RECOVERY		2,080,000
						Total Revenue:	2,080,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24D 06BF		
Title:	Albert Street Improvements		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Add a left turning lane on Albert at Assomption. This project would also include the installation of a concrete sidewalk from Assomption to the new RCMP building.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	300,000	300,000	0	Expense			
	<u>300,000</u>	<u>300,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		300,000
						Total Expense:	300,000
				Revenue			
				5832-00	RECOVERY		300,000
						Total Revenue:	300,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24D 06BG		
Title:	St. George Improvements at Bernice McNaughton		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Add a multi-use path along St George from Wheeler to the north bound off-ramp. NBDTI is funding 50% of the project.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	900,000	900,000	0	5802-00	CONTRACTOR COSTS		900,000
	900,000	900,000	0			Total Expense:	900,000
				Revenue			
				5832-00	RECOVERY		900,000
						Total Revenue:	900,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24D 06CA		
Title:	Gorge Road Full Depth		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Mill and complete a full depth paving on Gorge from King's Bridge to Front Mountain.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,965,000	1,965,000	0	Expense			
	<u>1,965,000</u>	<u>1,965,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		1,965,000
						Total Expense:	1,965,000
				Revenue			
				5832-00	RECOVERY		1,965,000
						Total Revenue:	1,965,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24G 06AG		
Title:	Sidewalk Extensions		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Add concrete sidewalk on Penrose from Ryan to Civic 58 and on Vision from Leopold Belliveau to School. Other candidates to be decided during design phase.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	250,000	250,000	0	Expense			
	<u>250,000</u>	<u>250,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		250,000
						Total Expense:	250,000
				Revenue			
				5892-00	BORROWING AUTHORITY		250,000
						Total Revenue:	250,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Patrick Allard			Dec 31, 2024	

Project Summary

Number:	W24G 06BG		
Title:	Sidewalk Renewal		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Remove and replace existing sidewalks on Queen from Botsford to Lutz.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	410,000	410,000	0	Expense			
	410,000	410,000	0	5802-00	CONTRACTOR COSTS		410,000
						Total Expense:	410,000
				Revenue			
				5832-00	RECOVERY		216,605
				5892-00	BORROWING AUTHORITY		193,395
						Total Revenue:	410,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Patrick Allard		Dec 31, 2024		

Project Summary

Number:	W24H 07AD		
Title:	Active Transportation Plan		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Active Transportation projects including infrastructure upgrades, shared lanes marking, multi-use trails and other active transportation amenities.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	850,000	850,000	0	Expense			
	850,000	850,000	0	5802-00	CONTRACTOR COSTS	850,000	
						Total Expense:	850,000
				Revenue			
				5832-00	RECOVERY	850,000	
						Total Revenue:	850,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Rene Lagace			Dec 31, 2024	

Project Summary

Number:	W24H 07BD		
Title:	Horsman Road (Multi-purpose Trail) - Transportation Projects		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Construction of a multi-use trail on Horsman from Berry Mills to Ryan.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	150,000	150,000	0	5802-00	CONTRACTOR COSTS		150,000
						Total Expense:	150,000
				Revenue			
				5832-00	RECOVERY		150,000
						Total Revenue:	150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jacques Leger			Dec 31, 2024	

Project Summary

Number:	W24H 07CD		
Title:	Underground Electrical Wiring Upgrades		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Renewing existing underground wires for streetlights.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	88,000	88,000	0	Expense			
	<u>88,000</u>	<u>88,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		88,000
						Total Expense:	88,000
				Revenue			
				5832-00	RECOVERY		88,000
						Total Revenue:	88,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Scott Brown		Dec 31, 2024		

Project Summary

Number:	W24H 07CX		
Title:	Traffic Signal Infrastructure Upgrades, New Traffic Signals and New Crosswalks		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Traffic signal upgrades, new traffic signal and crosswalks for installation in 2024 (Locations TBD).				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	300,000	300,000	0	5802-00	CONTRACTOR COSTS		300,000
	300,000	300,000	0			Total Expense:	300,000
				5832-00	RECOVERY		300,000
						Total Revenue:	300,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Radya Rifaat			Dec 31, 2024	

Project Summary

Number:	W24H 07DD		
Title:	Parking Solution Upgrade		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Parking system modernization.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	<u>200,000</u>	<u>200,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		200,000
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY		200,000
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Conrad Landry		Dec 31, 2024		

Project Summary

Number:	W24H 07DX		
Title:	Traffic Calming / Speed Zone Study - Implementation		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Implementing traffic calming measures in various areas of the city.				Priority: Essential Improvements Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	200,000	200,000	0	5802-00	CONTRACTOR COSTS	200,000	
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY	200,000	
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Radya Rifaat			Dec 31, 2024	

Project Summary

Number:	W24L 07AQ		
Title:	Land Requirements / Right of Way		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Acquisition of land for future transportation requirements.				Priority: Support Anticipated Growth Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	310,000	310,000	0	Expense			
	310,000	310,000	0	5802-00	CONTRACTOR COSTS		310,000
						Total Expense:	310,000
				Revenue			
				5832-00	RECOVERY		310,000
						Total Revenue:	310,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Rene Lagace			Dec 31, 2024	

Project Summary

Number:	W24N 10AN		
Title:	Sportsfield Renewal		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Fence replacement at Westbrook Field. Existing fencing is at end of life.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5802-00	CONTRACTOR COSTS	95,000	
				5812-00	CONSULTANT COSTS	5,000	
					Total Expense:	100,000	
				Revenue			
				5832-00	RECOVERY	100,000	
					Total Revenue:	100,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Anick MacDonald			Dec 31, 2024	

Project Summary

Number:	W24N 10BN		
Title:	Fencing Rene Arthur Fréchet Park		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Fence installation to asset with crime prevention as suggested by the RCMP.				Priority: Safety and Security Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	<u>50,000</u>	<u>50,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	45,000	
				5812-00	CONSULTANT COSTS	5,000	
					Total Expense:	50,000	
				Revenue			
				5832-00	RECOVERY	50,000	
					Total Revenue:	50,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Anick MacDonald			Dec 31, 2024	

Project Summary

Number:	W24N 10CN		
Title:	Brick Repair at Settlers Landing		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Repair to brick pavers patio area which has subsided and creating a tripping hazard.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	<u>150,000</u>	<u>150,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	140,000	
				5812-00	CONSULTANT COSTS	10,000	
					Total Expense:	150,000	
				Revenue			
				5832-00	RECOVERY	150,000	
					Total Revenue:	150,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Anick MacDonald		Dec 31, 2024		

Project Summary

Number:	W24N 10EN		
Title:	Consultant Design		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Future Park upgrades - site to be determined.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	<u>50,000</u>	<u>50,000</u>	<u>0</u>	5812-00	CONSULTANT COSTS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Michelle McAloon		Dec 31, 2024		

Project Summary

Number:	W24N 10FN		
Title:	Phase 2 Feasibility and Implementation Rec Master Plan		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Feasibility and Implementation study- Recreation Master Plan #2.				Priority: Support Anticipated Growth Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5812-00	CONSULTANT COSTS	100,000	
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY	100,000	
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jocelyn Cohoon			Dec 31, 2024	

Project Summary

Number:	W24N 10GN		
Title:	Trail Design - Ryan to Mapleton		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Completion of trail design for next segment - Ryan Street to Mapleton Road.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5802-00	CONTRACTOR COSTS		100,000
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY		100,000
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Oct 1, 2024		Michelle McAloon			Dec 31, 2024	

Project Summary

Number:	W24N 11AQ		
Title:	Land Repurchase		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Repurchase of land on Seymour Street.				Priority: Support Anticipated Growth Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,000,000	1,000,000	0	Expense			
	<u>1,000,000</u>	<u>1,000,000</u>	<u>0</u>	5822-00	MATERIALS		1,000,000
						Total Expense:	1,000,000
				Revenue			
				5832-00	RECOVERY		1,000,000
						Total Revenue:	1,000,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Nick Robichaud		Dec 31, 2024		

Project Summary

Number:	W24N 11CN		
Title:	Trail Construction No. 2		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Irishtown-Boucrouche Line phase 2; Mapleton Park – Topogan, Ribarian & Floodplain; Brigadier General Lockyer to St Geroge Street; Centennial – Muskrat Trail.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,000,000	1,000,000	0	Expense			
	<u>1,000,000</u>	<u>1,000,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		1,000,000
						Total Expense:	1,000,000
				Revenue			
				5832-00	RECOVERY		1,000,000
						Total Revenue:	1,000,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Michelle McAloon			Dec 31, 2024	

Project Summary

Number:	W24N 11DN		
Title:	Trail Recapitalization Design		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Design for future trail recapitalization projects.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	50,000	50,000	0	5812-00	CONSULTANT COSTS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Michelle McAloon			Dec 31, 2024	

Project Summary

Number:	W24N 14MN		
Title:	Library		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrades to library equipment and facilities.				Priority: Essential Improvements Strategic Pillar: Culture			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	44,192	44,192	0	Expense			
	44,192	44,192	0	5822-00	MATERIALS		44,192
						Total Expense:	44,192
				Revenue			
				5832-00	RECOVERY		44,192
						Total Revenue:	44,192
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Chantalle Bellemare			Dec 31, 2024	

Project Summary

Number:	W24O 14AF		
Title:	Fire Department - Replace Quint Apparatus		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace two aging Quint fire trucks.				Priority: Safety and Security Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	4,000,000	4,000,000	0	Expense			
	4,000,000	4,000,000	0	5802-00	CONTRACTOR COSTS		4,000,000
						Total Expense:	4,000,000
				Revenue			
				5832-00	RECOVERY		4,000,000
						Total Revenue:	4,000,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Conrad Landry			Dec 31, 2024	

Project Summary

Number:	W24O 14BF		
Title:	Program Funding - Truck Equipment		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Purchase equipment for fire engines.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	50,000	50,000	0	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Conrad Landry			Dec 31, 2024	

Project Summary

Number:	W24O 14CF		
Title:	Fire Department - Breathing Air system		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Purchase and maintenance of breathing air equipment.				Priority: Safety and Security Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	42,000	42,000	0	Expense			
	42,000	42,000	0	5822-00	MATERIALS		42,000
						Total Expense:	42,000
				Revenue			
				5832-00	RECOVERY		42,000
						Total Revenue:	42,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Conrad Landry			Dec 31, 2024	

Project Summary

Number:	W24O 14GF		
Title:	Fire Department - Program Funding		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Purchase various equipment for department.				Priority: Efficiency Improvement Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5822-00	MATERIALS	100,000	
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY	100,000	
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Conrad Landry		Dec 31, 2024		

Project Summary

Number:	W24P 14AP		
Title:	Police Force Building Upgrade Program		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Console upgrades for Police Force and minor building upgrades.				Priority: Safety and Security Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	80,000	80,000	0	Expense			
	80,000	80,000	0	5822-00	MATERIALS		80,000
						Total Expense:	80,000
				Revenue			
				5832-00	RECOVERY		80,000
						Total Revenue:	80,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Charles Savoie			Dec 31, 2024	

Project Summary

Number:	W24Q 12DN		
Title:	Magnetic Hill Concert Site Upgrades		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Power upgrade requirements should an agreement be signed with event promoter..				Priority: Revenue Producing Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	50,000	50,000	0	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Shane Porter			Dec 31, 2024	

Project Summary

Number:	W24Q 12FN		
Title:	Magnetic Hill Zoo - Winter Lights Storage		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Maintenance storage facility for Winter Lights.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	<u>100,000</u>	<u>100,000</u>	<u>0</u>	5822-00	MATERIALS		100,000
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY		100,000
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jill Marvin		Dec 31, 2024		

Project Summary

Number:	W24Q 12GN		
Title:	Magnetic Hill Zoon - Wild Lights		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
New lights to replace damaged lights from storage issues.				Priority: Revenue Producing Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	<u>50,000</u>	<u>50,000</u>	<u>0</u>	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jill Marvin		Dec 31, 2024		

Project Summary

Number:	W24Q 12HN		
Title:	Magnetic Hill Zoo - Paving Pathways Upgrade Program		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Paving pathways upgrade plan within zoo.				Priority: Safety and Security Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	50,000	50,000	0	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jill Marvin			Dec 31, 2024	

Project Summary

Number:	W24Q 13AN		
Title:	Magnetic Hill Zoo - Enclosure Animal Welfare		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Essential enclosure standard improvements (cougar and jaguar).				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	250,000	250,000	0	Expense			
	250,000	250,000	0	5802-00	CONTRACTOR COSTS	250,000	
						Total Expense:	250,000
				Revenue			
				5832-00	RECOVERY	250,000	
						Total Revenue:	250,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jill Marvin			Dec 31, 2024	

Project Summary

Number:	W24Q 13BN		
Title:	Magnetic Hill Zoo - Gazebo Floor		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replacement of existing shelter at end of life.				Priority: Safety and Security Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	100,000	100,000	0	Expense			
	100,000	100,000	0	5822-00	MATERIALS		100,000
						Total Expense:	100,000
				Revenue			
				5832-00	RECOVERY		100,000
						Total Revenue:	100,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jill Marvin			Dec 31, 2024	

Project Summary

Number:	W24Q 13CN		
Title:	Magnetic Hill Zoo - Design Costs Future Year's Projects		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Design for Africa Phase 2b.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	40,000	40,000	0	Expense			
	<u>40,000</u>	<u>40,000</u>	<u>0</u>	5812-00	CONSULTANT COSTS		40,000
						Total Expense:	40,000
				Revenue			
				5832-00	RECOVERY		40,000
						Total Revenue:	40,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Jill Marvin			Dec 31, 2024	

Project Summary

Number:	W24Q 13DN		
Title:	Magnetic Hill Zoo - Amur Tiger & Leopard Renovations & Scales /Tunnel		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Essential repairs for reinforcement of concrete in holding pens.				Priority: Safety and Security Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	150,000	150,000	0	Expense			
	<u>150,000</u>	<u>150,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		150,000
						Total Expense:	150,000
				Revenue			
				5832-00	RECOVERY		150,000
						Total Revenue:	150,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jill Marvin		Dec 31, 2024		

Project Summary

Number:	W24Q 15AN		
Title:	Magnetic Hill Park Circulation		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Park paving upgrade program.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	110,000	110,000	0	Expense			
	<u>110,000</u>	<u>110,000</u>	<u>0</u>	5812-00	CONSULTANT COSTS	30,000	
				5822-00	MATERIALS	80,000	
					Total Expense:	110,000	
				Revenue			
				5832-00	RECOVERY	110,000	
					Total Revenue:	110,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Jacques Leger		Dec 31, 2024		

Project Summary

Number:	W24R 09AR		
Title:	Electrification Charging Infrastructure		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Electrification charging infrastructure required for facility for pilot of zero emission bus.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	294,000	294,000	0	Expense			
	<u>294,000</u>	<u>294,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	264,600	
				5812-00	CONSULTANT COSTS	29,400	
					Total Expense:	294,000	
				Revenue			
				5832-00	RECOVERY	294,000	
					Total Revenue:	294,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Angela Allain			Dec 31, 2024	

Project Summary

Number:	W24R 09BR		
Title:	Bus Fleet - Diesel		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Purchase of four Diesel buses to replace aging buses prior to future acquisition of zero emission buses.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	2,600,000	2,600,000	0	Expense			
	<u>2,600,000</u>	<u>2,600,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	2,600,000	
						Total Expense:	2,600,000
				Revenue			
				5832-00	RECOVERY	2,600,000	
						Total Revenue:	2,600,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Angela Allain		Dec 31, 2024		

Project Summary

Number:	W24R 09CR		
Title:	Bus Operations Barrier		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace temporary barriers with permanent structure for enhanced driver safety and security.				Priority: Essential Improvements Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	510,000	510,000	0	Expense			
	<u>510,000</u>	<u>510,000</u>	<u>0</u>	5822-00	MATERIALS	510,000	
						Total Expense:	510,000
				Revenue			
				5832-00	RECOVERY	510,000	
						Total Revenue:	510,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Angela Allain			Dec 31, 2024	

Project Summary

Number:	W24R 09DR		
Title:	Bus Shelter Program		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace aging infrastructure with solar powered shelters and support net zero goal.				Priority: Safety and Security Strategic Pillar: Environment			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	<u>50,000</u>	<u>50,000</u>	<u>0</u>	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Angela Allain		Dec 31, 2024		

Project Summary

Number:	W24R 09FR		
Title:	Magnetic Hill Park & Ride		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrade existing turnaround into a more efficient customer-oriented amenity.				Priority: Support Anticipated Growth Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	243,400	243,400	0	Expense			
	243,400	243,400	0	5822-00	MATERIALS	243,400	
						Total Expense:	243,400
				Revenue			
				5832-00	RECOVERY	243,400	
						Total Revenue:	243,400
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Angela Allain			Dec 31, 2024	

Project Summary

Number:	W24S 12AS		
Title:	Coliseum Facility Upgrades		
Asset Type:			
Responsibility:	43-43 - COLISEUM CAPITAL		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrades to Concession Area – Coliseum.				Priority: Revenue Producing Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	50,000	50,000	0	5822-00	MATERIALS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Shane Porter		Dec 31, 2024		

Project Summary

Number:	W24S 12CS		
Title:	Building Upgrades - Venues		
Asset Type:			
Responsibility:	43-43 - COLISEUM CAPITAL		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Additional funds for Coliseum, Hill, and Market projects.				Priority: Revenue Producing Strategic Pillar: Economy			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	200,000	200,000	0	5822-00	MATERIALS		200,000
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY		200,000
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Shane Porter			Dec 31, 2024	

Project Summary

Number:	W24U 07AJ		
Title:	Facilities Operations Centre - Warm Storage and Mechanical Shop		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Additional funding for future construction of the upgraded warm storage and mechanical shop to replace the existing ones.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	5,400,000	5,400,000	0	5802-00	CONTRACTOR COSTS	5,400,000	
	5,400,000	5,400,000	0			Total Expense:	5,400,000
				5832-00	RECOVERY	5,400,000	
						Total Revenue:	5,400,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Alcide Richard		Dec 31, 2024		

Project Summary

Number:	W24U 07BJ		
Title:	Facilities Operations Centre - Cold Storage		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Construction of a new cold storage and equipment facility with a manufactured solution.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	1,500,000	1,500,000	0	Expense			
	<u>1,500,000</u>	<u>1,500,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	1,440,000	
				5812-00	CONSULTANT COSTS	60,000	
					Total Expense:	1,500,000	
				Revenue			
				5832-00	RECOVERY	1,500,000	
					Total Revenue:	1,500,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Alcide Richard			Dec 31, 2024	

Project Summary

Number:	W24U 07CJ		
Title:	City Hall Infrastructure and Fixture upgrade		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Various infrastructure upgrades and replacement of existing furniture and fixtures based on continuing space planning consultation.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	300,000	300,000	0	Expense			
	<u>300,000</u>	<u>300,000</u>	<u>0</u>	5822-00	MATERIALS		300,000
						Total Expense:	300,000
				Revenue			
				5832-00	RECOVERY		300,000
						Total Revenue:	300,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		Alcide Richard		Dec 31, 2024		

Project Summary

Number:	W24U 07DJ		
Title:	City Hall Thorolastic Coating		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Apply two coats of Thorolastic waterproof coating to building exterior.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	206,960	206,960	0	Expense			
	206,960	206,960	0	5802-00	CONTRACTOR COSTS		206,960
						Total Expense:	206,960
				Revenue			
				5832-00	RECOVERY		206,960
						Total Revenue:	206,960
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Brian Harper			Dec 31, 2024	

Project Summary

Number:	W24U 07EJ		
Title:	St. George Street Fire Station Vehicle Exhaust Replacement		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replacement is required to keep running as existing equipment is at its end of life.				Priority: Safety and Security Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	200,000	200,000	0	5802-00	CONTRACTOR COSTS		200,000
						Total Expense:	200,000
				Revenue			
				5832-00	RECOVERY		200,000
						Total Revenue:	200,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Sylvain Beaulieu			Dec 31, 2024	

Project Summary

Number:	W24U 07FJ		
Title:	Bore Park Fountain - Confined Space Mitigation		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Upgrade of fountain and addressing corrosion of electrical system and water leakage issues within a confined space for remediation.				Priority: Safety and Security Strategic Pillar: Culture			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	190,000	190,000	0	Expense			
	<u>190,000</u>	<u>190,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	190,000	
						Total Expense:	190,000
				Revenue			
				5832-00	RECOVERY	190,000	
						Total Revenue:	190,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Alcide Richard			Dec 31, 2024	

Project Summary

Number:	W24U 07GJ		
Title:	Riverfront Park Electrical Pedestals and Direction Drilling		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Installing two 600V 150A 3-phase pedestal and four 12" diameter pipe under walkway to avoid going over walkways.				Priority: Safety and Security Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	185,000	185,000	0	5802-00	CONTRACTOR COSTS		185,000
	185,000	185,000	0			Total Expense:	185,000
				5832-00	RECOVERY		185,000
						Total Revenue:	185,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager		Completion Date		
2024	Jan 1, 2024		David Layden		Dec 31, 2024		

Project Summary

Number:	W24U 07HJ		
Title:	Hildegard Fire Station Dorm Alteration and HVAC Mods		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
The existing layout requires individual sleep areas. This alteration will divide the large sleep quarters into 5 bedrooms, and additional HVAC and electrical modification would be required to suit.				Priority: Support Anticipated Growth Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	247,000	247,000	0	5802-00	CONTRACTOR COSTS	247,000	
	247,000	247,000	0			Total Expense:	247,000
				5832-00	RECOVERY	247,000	
						Total Revenue:	247,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Sylvain Beaulieu			Dec 31, 2024	

Project Summary

Number:	W24U 07JJ		
Title:	Botsford Fire Hall Station Humidification Installation		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Existing fire station has insufficient humidity.				Priority: Safety and Security Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	50,000	50,000	0	Expense			
	<u>50,000</u>	<u>50,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		50,000
						Total Expense:	50,000
				Revenue			
				5832-00	RECOVERY		50,000
						Total Revenue:	50,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Joshua Bernatchez			Dec 31, 2024	

Project Summary

Number:	W24U 08AJ		
Title:	Facility Design Funds		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Design funds to have drawings and specifications ready one year before construction.				Priority: Support Anticipated Growth Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	30,000	30,000	0	Expense			
	<u>30,000</u>	<u>30,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		30,000
						Total Expense:	30,000
				Revenue			
				5832-00	RECOVERY		30,000
						Total Revenue:	30,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Robin Alcorn			Dec 31, 2024	

Project Summary

Number:	W24U 08BJ		
Title:	Zoo - Animal Care New Cooler/Freezer Combo		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
To rebuild cooler and freezer to better suit needs of the animals. The existing set-up is at end of life.				Priority: Support Anticipated Growth Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	120,000	120,000	0	Expense			
	<u>120,000</u>	<u>120,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		120,000
						Total Expense:	120,000
				Revenue			
				5832-00	RECOVERY		120,000
						Total Revenue:	120,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		David Layden			Dec 31, 2024	

Project Summary

Number:	W24U 08CJ		
Title:	Arc Flash Co-ordination Study		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
This would use modelling software and identifies panels and risk/hazard from each piece of equipment –Scope would include labelling to identify electrocution and explosive power risk, PPE requirements and recommendations of work for service entrance equipment.				Priority: Safety and Security Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	125,000	125,000	0	5812-00	CONSULTANT COSTS		125,000
	125,000	125,000	0			Total Expense:	125,000
				5832-00	RECOVERY		125,000
						Total Revenue:	125,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		David Layden			Dec 31, 2024	

Project Summary

Number:	W24U 08DJ		
Title:	Crossman Kay Community Centre Ice Plant Replacement		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace existing end of life compressors and microprocessors.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	400,000	400,000	0	Expense			
	400,000	400,000	0	5802-00	CONTRACTOR COSTS		400,000
						Total Expense:	400,000
				Revenue			
				5832-00	RECOVERY		400,000
						Total Revenue:	400,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Joshua Bernatchez			Dec 31, 2024	

Project Summary

Number:	W24U 08EJ		
Title:	Botsford Roof Section Replacement		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replace existing roof section is at end of life.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	80,437	80,437	0	Expense			
	<u>80,437</u>	<u>80,437</u>	<u>0</u>	5802-00	CONTRACTOR COSTS		80,437
						Total Expense:	80,437
				Revenue			
				5832-00	RECOVERY		80,437
						Total Revenue:	80,437
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Robin Alcorn			Dec 31, 2024	

Project Summary

Number:	W24U 08FJ		
Title:	City Hall 6th Floor Water Infiltration Repair		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Repair existing wall system to mitigate future water infiltration.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	200,000	200,000	0	Expense			
	<u>200,000</u>	<u>200,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	170,000	
				5812-00	CONSULTANT COSTS	30,000	
					Total Expense:	200,000	
				Revenue			
				5832-00	RECOVERY	200,000	
					Total Revenue:	200,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Brian Harper			Dec 31, 2024	

Project Summary

Number:	W24U 08GJ		
Title:	Superior Propane Centre		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
Replacement of dressing room heat recovery ventilation, heating and ventilation upgrades and rink equipment upgrades.				Priority: Essential Improvements Strategic Pillar: Social			
Asset Recapitalization				New Asset/Growth			
Yes				No			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	690,000	690,000	0	Expense			
	<u>690,000</u>	<u>690,000</u>	<u>0</u>	5802-00	CONTRACTOR COSTS	640,000	
				5812-00	CONSULTANT COSTS	50,000	
					Total Expense:	690,000	
				Revenue			
				5832-00	RECOVERY	690,000	
					Total Revenue:	690,000	
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Nick Frizzell			Dec 31, 2024	

Project Summary

Number:	W24Z 03CC		
Title:	Information Technology Upgrades		
Asset Type:			
Responsibility:	12-CAPITAL PROJECTS		
Budget Year:	2024		
Scenario:	Main	Active:	Yes
Project Stage:	New		
Regions:			
Project Type:			

Description				Comments			
This project provides advancement and replacement to City of Moncton networks, servers, and systems. This includes items such as cyber security and ERP initiatives.				Priority: Essential Improvements Strategic Pillar: Governance			
Asset Recapitalization				New Asset/Growth			
No				Yes			
Forecast				Project Detailed 2024			
Budget Year	Total Expense	Total Revenue	Difference	GL Account	Description	Total Amount	
2024	775,000	775,000	0	5802-00	CONTRACTOR COSTS		775,000
	775,000	775,000	0			Total Expense:	775,000
				5832-00	RECOVERY		775,000
						Total Revenue:	775,000
Related Projects				Operating Impacts			
Year Identified	Start Date	Partner	Manager			Completion Date	
2024	Jan 1, 2024		Ryan Sorrey			Dec 31, 2024	

Operating Impacts on Capital Additions

Project *	Activity	GL Account *	2024	2025	2026
W24A 01BF - NBCC Moncton and Northwest Plaza Charge Area - Sanitary	8400-8452-0000 - TRANS. & DIST - OPER	4441-00 -MATERIALS & OTHER	-	2,500.00	2,500.00
W24B 01BF - NBCC Moncton and Northwest Plaza Charge Area - Water	8400-8452-0000 - TRANS. & DIST - OPER	4441-00 -MATERIALS & OTHER	-	2,500.00	2,500.00
W24C 01BF - New Road Between NBCC Moncton and Northwest Plaza Storm Sewer	6610-6635-2820 - STORM SEWERS REPAIRS AND MAINTENANCE	4441-00 -MATERIALS & OTHER	-	2,710.00	2,710.00
W24D 06BG - St. George Improvements at Bernice McNaughton	6610-6632-2804 - STREET SURFACE MAINTENANCE	4441-00 -MATERIALS & OTHER	-	1,453.00	1,453.00
W24D 01BF - New Road Between NBCC Moncton and Northwest Plaza - Road and Street	6610-6632-2804 - STREET SURFACE MAINTENANCE	4441-00 -MATERIALS & OTHER	-	8,862.00	8,862.00
W24G 06AG - Sidewalk Extensions	6610-6633-2811 - SIDEWALKS	4441-00 -MATERIALS & OTHER	-	2,203.00	2,203.00
W24H 07AD - Active Transportation Plan	6610-6632-2804 - STREET SURFACE MAINTENANCE	4441-00 -MATERIALS & OTHER	-	10,000.00	10,000.00
W24H 07BD - Horsman Road (Multi-purpose Trail) - Transportation Projects	4100-4781-0000 - PARKS	4441-00 -MATERIALS & OTHER	-	3,693.00	3,693.00
W24H 07CX - Traffic Signal Infrastructure Upgrades, New Traffic Signals and New Crosswalks	6610-6661-2873 - TRAFFIC AND STREET SIGNS	4441-00 -MATERIALS & OTHER	-	5,000.00	5,000.00
W24H 07DX - Traffic Calming / Speed Zone Study - Implementation	6610-6661-2873 - TRAFFIC AND STREET SIGNS	4441-00 -MATERIALS & OTHER	-	5,000.00	5,000.00
			-	43,921.00	43,921.00

Non-Recurring Capital Expenditures

The 2024-2028 Capital Works Program predominantly prioritizes the recapitalization of existing assets and investments in alignment with Council-approved master plans, including the Recreation Master Plan, Storm Sewer Master Plan, and the Asset Management Plan. These endeavors signify a commitment to maintaining and enhancing critical infrastructure within the City.

Notably, the key non-recurring capital expenditure for the 2024-2028 period pertains to the construction of substantial public infrastructure, encompassing sanitary, water, storm, and road networks. This infrastructure development is geared towards supporting a significant Downtown Moncton expansion that is projected to bring more than \$200 million in new assessment base to the Downtown core. Additionally, within this five-year plan, there is an allocation of funds (subject to Council approval) earmarked for the construction of a new City Market, also situated within the Downtown core. It's worth noting that the operational budget for the new Market has not yet been integrated into future years' operating budgets. This inclusion will occur following further design and a comprehensive understanding of the operating implications associated with such a facility.

Debt Management

Fiscal Services play a critical role in the operations of all municipalities within the Province of New Brunswick. Per the requirements of the Municipal Capital Borrowing Board, municipalities must seek authorization for capital expenses borrowing. These capital borrowings encompass various financial mechanisms, including interim financing, capital leasing, purchase arrangements, guarantees, and capital investment borrowings. The City of Moncton employs a diverse range of funding methods for its capital investments, which includes capital allocations from operating budgets, various government funding programs, and long-term debt through the issuance of serial bond debentures specifically designated for identified capital projects. The fiscal service costs for the City of Moncton pertain to the repayment of principal and interest on debentures issued by New Brunswick's Municipal Finance Corporation.

Borrowing limits stipulate that municipalities in the province may borrow up to 2% of their annual tax assessment base and up to 6% of their cumulative assessment base. For the City of Moncton in 2023, these limits translate to the potential for borrowing up to \$212 million in a single year, with a maximum allowable outstanding debt of \$637 million.

As of December 31, 2022, the City of Moncton's outstanding debt for the General Fund was \$104 million, and \$52.1 million for the Utility Fund. By December 31, 2023, it is projected that the outstanding debt will decrease to \$89.4 million for the General Fund and \$40.3 million for the Utility Fund.

Projections for outstanding debt in the coming years are as follows:

	2024	2025	2026
General Fund	\$128.6M	\$130.9M	\$135.4M
Utility Fund	\$35.7M	\$42.4M	\$39.3M

The Municipal Capital Borrowing Board's policy permits a 20% debt cost ratio for the General Fund, while no specific limit is recommended for the Utility Fund. The City of Moncton's general fund debt ratio stood at 12.8% as of December 31, 2022 and is projected to decrease to 11.1% by December 31, 2023. Over the next three years, it is anticipated that the debt ratio will remain stable and comfortably below the 20% limit:

	2024	2025	2026
General Fund	11.1%	12.6%	11.7%
Utility Fund	29.5%	29.9%	30.0%

The City of Moncton primarily employs borrowing to finance its capital expenses, requiring applications to the Municipal Capital Borrowing Board. As of the beginning of 2023, the table below illustrates the City's current debt obligations to maturity:

General Fund

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Beginning Balance	104,053,000	89,426,000	77,201,000	66,106,000	56,235,000	47,108,000	38,422,000	33,549,000	29,755,000	27,361,000	25,533,000	24,293,000	23,007,000
Principal	14,627,000	12,225,000	11,095,000	9,871,000	9,127,000	8,686,000	4,873,000	3,794,000	2,394,000	1,828,000	1,240,000	1,286,000	1,334,000
Ending Balance	89,426,000	77,201,000	66,106,000	56,235,000	47,108,000	38,422,000	33,549,000	29,755,000	27,361,000	25,533,000	24,293,000	23,007,000	21,673,000
Interest Payments	2,986,753	2,626,525	2,322,266	2,031,039	1,761,870	1,501,772	1,302,101	1,172,910	1,072,212	989,969	919,160	873,370	825,555
Total Annual Debt Payments	17,613,753	14,851,525	13,417,266	11,902,039	10,888,870	10,187,772	6,175,101	4,966,910	3,466,212	2,817,969	2,159,160	2,159,370	2,159,555

Utility Fund

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Beginning Balance	52,117,000	40,363,000	29,021,000	20,242,000	14,712,000	11,138,000	9,603,000	9,121,000	8,626,000	8,117,000	7,593,000	7,055,000	71,000
Principal	11,754,000	11,342,000	8,779,000	5,530,000	3,574,000	1,535,000	482,000	495,000	509,000	524,000	538,000	6,984,000	71,000
Ending Balance	40,363,000	29,021,000	20,242,000	14,712,000	11,138,000	9,603,000	9,121,000	8,626,000	8,117,000	7,593,000	7,055,000	71,000	0
Interest Payments	1,435,427	1,161,886	896,941	688,692	527,039	405,440	353,013	336,138	318,561	300,232	281,098	261,185	2,769
Total Annual Debt Payments	13,189,427	12,503,886	9,675,941	6,218,692	4,101,039	1,940,440	835,013	831,138	827,561	824,232	819,098	7,245,185	73,769

Bond Ratings

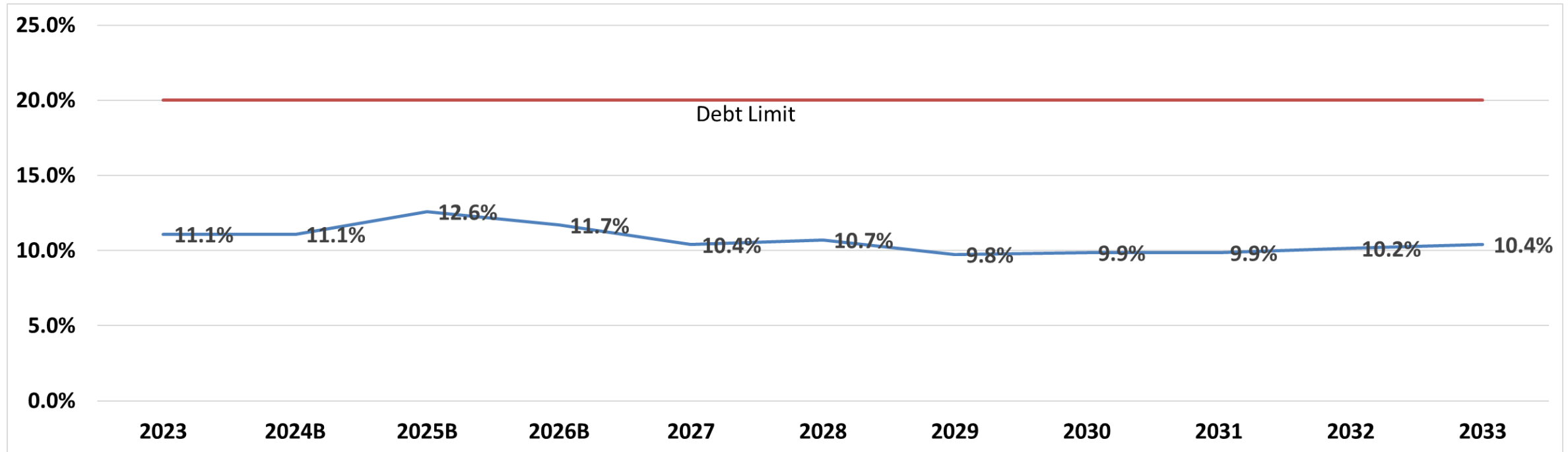
The City of Moncton is required to borrow funds through the New Brunswick Municipal Finance Corporation (NBMFC). As such, the City of Moncton's borrowing is affected by the interest rates set through the purchasing of bonds by the NBMFC. These rates are impacted by the bond and credit ratings for the NBMFC. As such, the bond/credit rating is as below:

New Brunswick Municipal Finance Corporation

	Long-term	Outlook	Short-term	Outlook
Moody's Investor Service	Aa2	Stable	-	-
Standard & Poor's	A+	Stable	-	-
DBRS	A(high)	Stable	R-1 (mid)	Stable

Source: https://www2.gnb.ca/content/gnb/en/departments/finance/investor_relations/content/credit_ratings.html.

PROJECTED DEBT RATIO- GENERAL FUND



The graph represents the projected debt ratio for the General Fund. This indicates that the city will continue to remain under the 20% threshold.

Summary of Debt Ratio				
GENERAL FUND	2023	2024	2025	2026
Outstanding Debt - Beginning of year	\$ 104,053,000	\$ 89,426,000	\$ 128,573,000	\$ 130,854,000
Add New Debentures	-	53,423,000	14,862,000	15,996,000
Less Principal Repayment	(14,627,000)	(14,276,000)	(12,581,000)	(11,470,000)
Annual change in debt	(14,627,000)	39,147,000	2,281,000	4,526,000
Outstanding Debt Projections	\$ 89,426,000	\$ 128,573,000	\$ 130,854,000	\$ 135,380,000
Fiscal Services	21,016,412	23,633,771	27,274,043	26,081,815
Capital from Operating	8,384,192	12,352,868	14,487,868	14,487,868
Total Fiscal Charges (including Capital from Operating)	29,400,604	35,986,639	41,761,911	40,569,683
Total Operating Budget (estimated*)	189,348,194	212,003,075	216,984,804	222,471,717
General Fund Debt Ratio (excluding Capital from Operating)	11.1%	11.1%	12.6%	11.7%
General Fund Debt Ratio (including Capital from Operating)	15.5%	17.0%	19.2%	18.2%
UTILITY FUND	2023	2024	2025	2026
Outstanding Debt - Beginning of year	\$ 52,117,000	\$ 40,363,000	\$ 35,656,000	\$ 42,430,000
Add New Debentures	-	8,293,000	21,514,000	10,394,000
Less Principal Repayment	(11,754,000)	(13,000,000)	(14,740,000)	(13,570,000)
Annual change in debt	(11,754,000)	(4,707,000)	6,774,000	(3,176,000)
Outstanding Debt Projections	\$ 40,363,000	\$ 35,656,000	\$ 42,430,000	\$ 39,254,000
Water - Fiscal	7,736,725	7,822,854	8,073,179	8,374,490
Wastewater - Fiscal	6,112,582	5,333,839	5,368,209	5,373,086
Capital from Operating	600,000	2,727,829	2,727,829	2,727,829
Total Fiscal Charges (including Capital from Operating)	14,449,307	15,884,522	16,169,217	16,475,405
<u>Operating Budget (estimated*):</u>				
Water	24,505,202	25,380,953	25,606,814	26,323,068
Wastewater	16,616,602	19,195,825	19,386,716	19,534,919
Total Operating Budget (estimated*)	41,121,804	44,576,778	44,993,530	45,857,987
Utility Fund Debt Ratio (excluding Capital from Operating)	33.7%	29.5%	29.9%	30.0%
Utility Fund Debt Ratio (including Capital from Operating)	35.1%	35.6%	35.9%	35.9%

Climate Reporting

Recognizing the climate emergency, Moncton is taking action to reduce its greenhouse gas (GHG) emissions and adapt to climate change, with the Council adopting the 2022 [Community Energy and Emissions Plan](#) (CEEP) and a target of **net zero emissions by 2050**. The 2023 progress report on the implementation of Moncton's [Climate Action Report 2020](#) (many actions of which overlap with the CEEP) can be found on the City of Moncton's website. Past and present actions have resulted in GHG emissions reductions. Moncton's **2022 corporate emissions were 27% below 2002 levels**, while **2019 community emissions were 12% below 2002 levels**.

To align with the CEEP's low carbon pathway, Moncton's **2030 corporate and community emissions will need to be 55% below 2002 levels**. While the City must continue to lead by example and reduce its corporate GHG emissions, it must also use its influence to reduce emissions throughout the community, roughly four times faster than previously undertaken.

As Moncton City Council plans its 2024 priorities in the context of a worsening outlook on climate change, the following considerations should guide decision-making:

- Every fraction of a degree matters.
- The only acceptable outcomes will be expensive to attain, but early action is cheaper by all measures than later action.
- Higher costs of action can become broadly accepted and sustainable if they are widely shared and honestly communicated.
- Moncton's actions can influence those of comparable cities.
- The most effective actions within the City's control also support other priorities.

State of the Issue

¹ "Global heating" is a term that has gained currency in recent years, partly to appropriately represent the severity of consequences. "Climate change," by contrast, was coined in the 1980's by fossil fuel-aligned interests specifically because it sounded more neutral and less alarming, as part of decades of denial and resistance to meaningful climate action.

Climate change (also known as global warming or, increasingly, global heating¹) is largely a consequence of the greenhouse gases (GHG's) released by human activity, and especially by the burning of fossil fuels for energy.² If global heating has previously seemed to be a far away or future problem, the effects are now manifesting locally; climate change is part of our present reality.

As of this writing, Moncton has been fortunate to avoid the worst of two recent climate-linked events in our region: Hurricane Fiona in September 2022, and the wildfires and resulting smoke that have blanketed much of North America during the summer of 2023. However, at current rates of emissions, future climate related events are all but inevitable, even if the timing remains uncertain.

Impacts

The climate change trends identified for New Brunswick include:

- Warmer seasonal temperatures and annual mean temperatures.
- An increase in the number of extreme heat days and a decrease in the number of extreme cold days.
- Increase in precipitation levels of rain.
- Increase in precipitation levels of snow in the short and medium term, and a reduction in the long-term.
- More extreme heat waves and fewer extreme cold snaps.
- More heavy rains and related storm events (hailstorms, thunderstorms, hurricanes).
- More droughts.
- More intense winter storms.
- Large storm surge events.
- Sea level rise of 100cm +/- 28 cm by the year 2100.

² Another major culprit is methane released by leaks in natural gas extraction, landfills, and agriculture, particularly the raising of beef and other ruminants.

The risks related to the above-noted trends include:

- Inaccessibility of parts of the community due to high water levels and flooding.
- Damage to infrastructure, businesses, or homes.
- Erosion of river and stream banks leading to undermining of built infrastructure.
- Fires that might threaten people and/or critical infrastructure.
- Increased pollution (e.g., wildfire smoke, erosion, and sedimentation of watercourses, etc.)
- Impacts to bridges, dams, power generating stations and electrical transmission towers.
- Impacts on health and economy of the community.
- Impact to major transportation links also impacts food security.

It should be noted that the trends described above were identified in a 2013 report. Updated assessments drawing on more recent climate data may reveal new impacts and/or modifications to those previously identified.

Actions

The response to climate change is typically described in terms of both mitigation and adaptation:

- Mitigation refers to actions to reduce or minimize the City's contribution to further global warming, primarily by reducing greenhouse gas (GHG) emissions; and
- Adaptation refers to the City's actions to adapt, respond and protect itself, its infrastructure, and its citizens from the expected effects of the degree of climate change that is now considered inevitable, given existing atmospheric CO2 concentrations and trends.

Municipal actions on the climate front in 2023 have largely consisted of mitigation actions identified in the Strategic Plan and/or the Community Energy and Emissions Plan (CEEP) adopted by Council in 2022. These include³:

- The first-ever EnviroFest event in June focused on informing Moncton residents of specific actions they can take to reduce their carbon footprints from transportation, housing, food, consumer goods and leisure.
- Publication of Moncton's Green Development Guidelines, a voluntary set of guidelines to assist builders in improving their buildings' environmental performance, with particular emphasis on measures that mitigate climate change (2023 Strategic Plan item).
- Installation of five electric vehicle (EV) Level 2 chargers (Resurgo Place, Magnetic Hill Zoo, City Hall, and Kay Crossman Arena) as well as collaborating with NB Power to locate a DC Fast Charger and Level 2 charger in the City Hall parking lot (CEEP and 2023 Strategic Plan item).
- Prototyping an innovative interactive Earth Day Learning Kiosk around greenhouse gases, whereby residents are invited to lift sandbags weighing the same as the average Canadian's daily GHG emissions from various activities (a total of 39 kg or 86 lbs per day).
- Completion of the Active Transportation Plan.
- Development of a tree protection strategy to discourage the premature clearcutting of vacant land and to better incorporate existing mature trees into new development (CEEP and 2023 Strategic Plan item).
- Feasibility research and online consultation around establishment of a car-share service (short-term car rental enabling more otherwise car-free lifestyles and significant reductions in transportation-related GHG emissions) (CEEP item).
- Grant applications to the Federation of Canadian Municipalities to fund a feasibility study for deep energy retrofits on several City buildings (CEEP item).
- Feasibility study and options for introducing zero-emissions buses into the Codiac Transit fleet (CEEP and 2023 Strategic Plan item).
- Annual reporting on corporate GHG emissions through the Local Governments for Sustainability (ICLEI) Partners for Climate Protection program.

³ The 2023 progress report on the recommended actions in Moncton's [Climate Action Report 2020](#) (many of which overlap with CEEP actions) can be found [here](#).

Adaptation actions in 2023 include:

- As part of the reconstruction of Lutz Street from Record Street to Main Street, the road elevation is being raised to mitigate the risk of flooding. Overhead lines (NB Power and communications) are being moved into a new underground duct system.
- The southernmost end of Westmorland Street is being raised in 2023, as part of a broader development project that will also raise Assumption, Downing and Westmorland.
- Stormwater relief system and detention basin in the area south of Lewisville Road and the east end (recommendations included in the Flood Mitigation Study for two Residential Areas).

Corporate GHG Emissions

Since 2002, Moncton has tracked its corporate (City of Moncton) GHG emissions. Preliminary inventories of corporate emissions show an increase of 2% from 2021-2022, from 9,932 tonnes to 10,141 tonnes CO₂e. In the longer term, Moncton's 2022 corporate emissions were 27% below 2002 levels.

As noted in the 2023 budget binder, at least some of the sharp decline in GHG emissions from 2019 to 2021 is likely due to the COVID-19 pandemic, and increases should be expected as normal business resumes post-pandemic. 2022's emissions, while up slightly from 2021, are still 13% below 2019's. It is expected that GHG inventories for 2023 will provide a clearer picture.

Corporate (City of Moncton) GHG Emissions and Trends, selected years, 2002-2022							
	2002	2019	2021	2022	2002-2022	2019-2022	2021-2022
Buildings	8,258	7,448	6,161	6,329	-23%	-15%	3%
Vehicles	2,176	2,657	2,160	2,371	9%	-11%	10%
Streetlights	2,940	1,046	1,069	890	-70%	-15%	-17%

Water and wastewater	426	439	459	499	17%	14%	9%
Solid waste	156	22	84	52	-67%	136%	-38%
TOTAL	13,956	11,612	9,932	10,141	-27%	-13%	2%

Community GHG Emissions

In 2022, Moncton City Council adopted the [Community Energy and Emissions Plan](#) (CEEP) and a target to reduce corporate and community GHG emissions to net zero by 2050.

In the 2023 budget binder, we reported that community GHG emissions modelled for 2019 (the most recent modelling year available) were essentially flat, with an increase of 0.7% relative to the 2002 baseline. Since then, more comprehensive modelling for those two years (including a broader scope of emissions) found that 2002's emissions were significantly higher, and 2019's slightly higher, than previously estimated. Modelling 2002 and 2019 using the same methodology indicated a reduction of 12%. When taken alongside a 28% growth in population over the same period, per capita emissions have fallen by 21%.

Community GHG Emissions, 2002-2019				
	2002	2019	Change	% change
Population	61,821	79,060	17,239	28%
GHG Emissions (tonnes CO ₂ e)	1,007,000	884,037	-122,963	-12%
Tonnes CO ₂ e/capita	14	11	-3	-21%

Source: Community Energy and Emissions Plan Technical Report, 2022

To align with the CEEP's low carbon pathway, Moncton's 2030 community emissions will need to be 55% lower than 2002 levels and 49% below 2019 levels.

Emissions originating in the community are orders of magnitude (76 times⁴) greater than the City's corporate emissions. Achieving Moncton's 2050 net zero target will require reducing annual community emissions by, on average, 28,000 tonnes CO₂eq each year, four times the previous rate of reduction.⁵ The City must lead by example and continue to reduce its own corporate emissions, while also using its influence to drive faster emissions reductions throughout the community.

Risk Management

Climate change is a problem that defies conventional risk management:

- The costs and consequences of inaction or of inadequate action are so severe as to be unacceptable under at least some scenarios. Weighing costs against benefits, a key feature of risk management, breaks down in the face of unlimited downside risk.
- Assessing the consequences of climate change is less a matter of risk (a reasonably confident understanding of the likelihood of various outcomes) than of uncertainty (the likelihood of the various outcomes is itself unknown).
- As a collective action problem, responding to climate change depends on most or all stakeholders acting appropriately to achieve the preferred outcome for the whole; however, the outcome for any given stakeholder (such as a person or a city) does not depend on what they themselves do, weakening the incentives to act.

In response to the core question of risk management (how much should we do, and when?) we offer the following:

Given high enough stakes, unilateral action is the only rational option. Among the biggest challenges to addressing climate change is the perception that someone else (higher levels of government, bigger and wealthier cities, major coal-burning countries etc.) should act first or do more. This is a flawed and ultimately futile view. The only rational action is to do

⁴ Calculated using 2019 corporate and community GHG emissions data.

everything we reasonably can to improve the overall outcome, regardless of what the others do, because success depends on everyone's contribution.

Every fraction of a degree matters. Previous reports have emphasized acting to keep warming below 1.5°C. While this figure now seems less feasible, it should not be treated as a simple success or failure. 2°C of heating will be worse than 1.5°C, but still better than 2.5°C, and almost certainly by a wider margin. There is always action available that can steer us towards more severe or less severe outcomes, even as the range of possible outcomes gets worse.

The only acceptable outcomes will be expensive to attain, but early action is cheaper by all measures than delayed action. Since there is no unused reserve of resources ready to be drawn upon, effective action will have to come at the expense of other valued things. However, the costs of dealing with the fallout of unabated global heating will almost certainly become more expensive over time, not less, while reducing the available resources to do so. CEEP asserts that over the course of its implementation, every timely dollar invested yields \$1.49 in revenue and savings.

Higher costs of action can become broadly accepted and sustainable if they are widely shared and honestly communicated. Collective action problems can be solved once the participants trust each other enough to act. People are willing to make much bigger sacrifices if and only if they know there's a good reason for it, and that they are not being left to make the sacrifices alone. This scale extends beyond individuals, to other cities as well. By acting appropriately in the face of climate change, we increase the likelihood that other cities will also do their part. By virtue of its prominence as the biggest city in New Brunswick and third largest in Atlantic Canada, Moncton sets the example for other comparable communities and wields a disproportionate influence over their decisions.

The most effective climate actions within the City's control also support other priorities. Land use and transportation planning; encouraging more multi-unit construction in central, transit- and active-transportation supportive locations; constraining outward growth of development; and providing meaningful transportation alternatives to driving can lead to a large reduction in GHG emissions. Doing so will also serve the goals of affordable housing,

⁵ This is an annual average; however, it should be noted that the CEEP identifies the bulk of capital expenditures on climate change mitigating actions taking place over the next 10 to 15 years – more GHG emissions reduction investment needs to take place sooner.

reduced infrastructure and soft-services costs, environmental quality, and a host of other benefits. The long-term synergies and efficiencies that come from pursuing these directions free up resources and offset the costs of other climate-related actions and programs that also must be undertaken.



Pension Reporting

Summary of results

Below are highlights of the results as of December 31, 2022 compared to the corresponding figures as of December 31, 2021.

	Fiscal year ending December 31, 2022	Fiscal year ending December 31, 2021
Total expenses related to retirement benefits	(3,013,300)	(2,069,900)
Accrued Benefit Obligation	254,978,800	272,147,500
Plan assets	312,885,100	352,378,500
Excess (shortfall)	57,906,300	80,231,000
Unamortized net actuarial losses (gains)	(9,321,300)	(41,407,300)
Accrued benefit asset (retirement benefit liability) before valuation allowance	48,585,000	38,823,700
Valuation allowance against accrued benefit asset	2,143,900	0
Accrued benefit asset (retirement benefit liability) net of valuation allowance	46,441,100	38,823,700
Employer contributions in fiscal year	4,604,100	4,607,800
Discount rate at year-end	6.50%	5.80%

The expense for the fiscal year ending December 31, 2022 includes no charges/credits due to special events.

The estimated expense related to retirement benefits for the fiscal year ending December 31, 2023 is (\$532,300) – i.e. a pension credit.

Please note that the actual expense for the fiscal year ending December 31, 2023 may be substantially different from the estimate and may be revised if assets and/or liabilities are remeasured during the year due to a significant event and/or cash flows are updated.

Grants

Grants Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	346,501	346,501	353,431	367,568	374,919	2.73%
EXPENSES						
NON-LABOUR COSTS	8,309,641	8,309,641	8,922,229	9,137,622	8,953,571	2.58%
TOTAL EXPENSES	8,309,641	8,309,641	8,922,229	9,137,622	8,953,571	2.58%
NET COST	7,963,140	7,963,140	8,568,798	8,770,054	8,578,652	2.58%

Level 2 and 3 Request included in Budget
Additional Cost to Support Ability Transit Services
TOTAL NET COSTS INCLUDED IN BUDGET

2024 BUDGET	2025 BUDGET	2026 BUDGET
500,000	500,000	500,000
500,000	500,000	500,000

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CITYWIDE	Description	2024	2025	2026
Responsibility: GRANTS	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Additional Cost to Support Ability Transit Services				
Request Justification:	Expenditures			
<p>The City of Moncton subsidizes the operations of Ability Transit who provides transportation services to physically disabled individuals resident in Moncton.</p> <p>During 2023, Ability Transit has experienced an increase of over 33% of clients requesting transportation during the year. As a result, there is a requirement to provide more service hours and ensure the buses are operating at full efficiency. To ensure this occurs, the 2024 budget reflects a significant increase whereby Ability Transit is requesting an increase of \$500,000 in funding from the City of Moncton.</p>	Labour Cost	0	0	0
	Non-Labour Cost	500,000	500,000	500,000
	Net		500,000	500,000

THE CITY OF MONCTON GRANT SUMMARY (2014-2024)									
GRANTS SUMMARY	2014 BUDGET	2021 BUDGET	2022 BUDGET	2023 BUDGET	PROPOSED LEVEL 1 2024 BUDGET	LEVEL 2 PROPOSAL	TOTAL 2024 BUDGET	Difference 2014-2024	Avg Annual % Difference 2014-2024
OPERATIONAL									
GENERAL- Long Term Agreements-Existing	180,000	745,000	972,340	1,553,540	1,231,040	-	1,231,040	1,051,040	58.39%
GENERAL- Long Term Agreements-New	96,000	667,340	636,200	175,000	665,000	-	665,000	569,000	59.27%
GENERAL- Quality of Life Grants	223,834	81,350	59,100	61,900	71,500	-	71,500	(152,334)	-6.81%
GENERAL- Cultural Grants	51,700	66,800	61,900	64,375	89,650	-	89,650	37,950	7.34%
GENERAL- Immigration Grants		50,500	40,000	41,600	43,265	-	43,265	43,265	100.00%
	551,534	1,610,990	1,769,540	1,896,415	2,100,455	-	2,100,455	1,548,921	28.08%
ICE TIME GRANTS	319,662	441,898	455,511	469,176	483,251	-	483,251	163,589	5.12%
MONCTON LIONS COMMUNITY CENTRE	101,161	86,190	86,190	91,458	146,109	-	146,109	44,948	4.44%
	972,357	2,139,078	2,311,241	2,457,049	2,729,815	-	2,729,815	1,757,458	18.05%
PROTECTIVE									
PEOPLE FOR ANIMAL WELLBEING (Grant portion)	24,640	27,733	27,333	-	-	-	-	(24,640)	-10.00%
PUBLIC SAFETY COMMITTEE	40,000	20,000	20,000	20,000	20,800	-	20,800	(19,200)	-4.80%
	64,640	47,733	47,333	20,000	20,800	-	20,800	(43,840)	-6.78%
RECREATION & CULTURAL									
MONCTON PUBLIC LIBRARY	728,213	853,319	871,638	896,865	931,566	-	931,566	203,353	2.79%
CAPITOL THEATRE	499,335	499,335	499,335	499,335	519,308	-	519,308	19,973	0.40%
HERITAGE PRESERVATION BOARD	55,000	-	-	-	-	-	-	(55,000)	-10.00%
BIRCHMOUNT GREENFIELD PROJECT	50,000	-	-	-	-	-	-	(50,000)	-10.00%
	1,332,548	1,352,654	1,370,973	1,396,200	1,450,874	-	1,450,874	118,326	0.89%
ENVIRONMENTAL DEVELOPMENT									
3 + CORPORATION	437,824	403,355	313,355	1,561	-	-	-	(437,824)	-10.00%
MONCTON INDUSTRIAL DEVELOPMENT	1,697,443	1,846,966	2,113,754	2,657,573	2,717,618	-	2,717,618	1,020,175	6.01%
REGIONAL SERVICE COMMISSION - Additional Services	0	-	-	313,355	177,563	-	177,563	177,563	100.00%
REGIONAL SERVICE COMMISSION-PEST CONTROL	228,055	253,675	314,293	300,697	328,522	-	328,522	100,467	4.41%
REGIONAL SERVICES COMMISSIONS # 7- FEES	35,103	58,953	68,927	101,714	83,351	-	83,351	48,248	13.74%
REGIONAL SERVICES COMMISSIONS # 7 (WA Transpo)		21,312	21,312	55,372	69,247	-	69,247	69,247	100.00%
	2,398,425	2,584,261	2,831,641	3,430,272	3,376,301	-	3,376,301	977,876	4.08%
TRANSPORTATION									
ABILITY TRANSIT (Operating Budget)	480,483	533,515	533,515	593,515	617,256	500,000	1,117,256	636,773	13.25%
ABILITY TRANSIT (2019 Additional Funding)		100,183	100,183	100,183	100,183	-	100,183	100,183	100.00%
ABILITY TRANSIT (Operating Costs - 5th Bus)		77,000	77,000	77,000	127,000	-	127,000	127,000	100.00%
	480,483	710,698	710,698	770,698	844,439	500,000	1,344,439	863,956	17.98%
SUB TOTAL- GRANTS	5,248,453	6,834,424	7,271,886	8,074,219	8,422,229	500,000	8,922,229	3,673,776	7.00%
Less- ENVIRONMENTAL DEVELOPMENT	(2,398,425)	(2,584,261)	(2,831,641)	(3,430,272)	(3,376,301)	-	(3,376,301)	(977,876)	4.08%
Less- Heritage Grants (moved to Urban Planning)	(55,000)							55,000	-100.00%
TOTAL ORGANIZATION GRANTS	2,795,028	4,250,163	4,440,245	4,643,947	5,045,928	500,000	5,545,928	2,750,900	9.84%

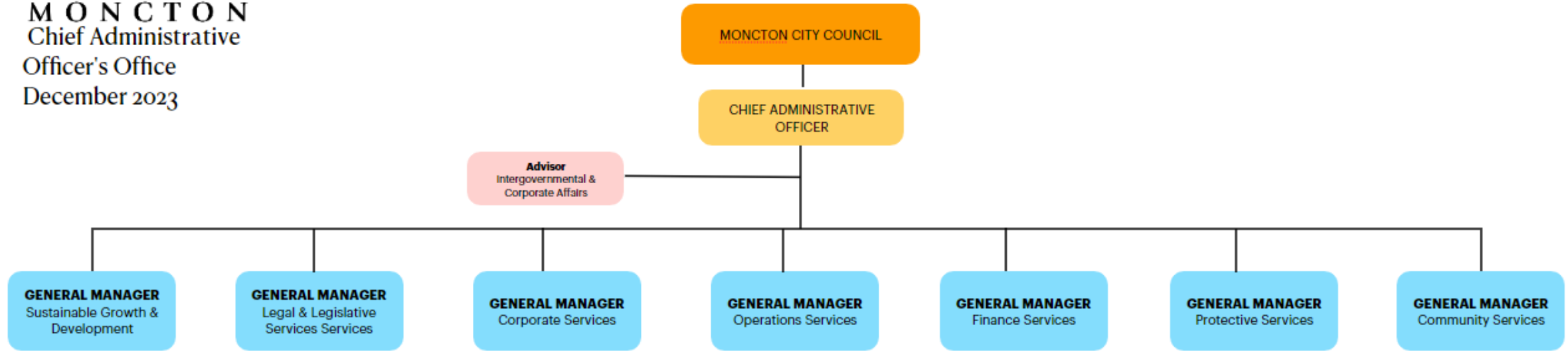
General & Utility Operating Budget Information

Governance & Corporate Management

Organizational Chart



MONCTON
Chief Administrative
Officer's Office
December 2023



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide overall direction to the City of Moncton regarding legislative acts and responsibilities under the Local Governance Act. Council also represents the view of citizens, businesses, and organizations in terms of municipal direction and activities that have an impact on the City of Moncton.
- To provide leadership to all areas of municipal service in the day-to-day operations of the corporation; responsible for a workforce of more than seven hundred employees. The Chief Administrative Officer is accountable to Council.

Service Area Description

Mayor and Council

- Establishes priorities, policies and evaluates the implementation of programs.
- Authorizes all revenue and expenditure budgets to operate the City of Moncton.
- Provides approval, in an extension of the budget process, for the provision of grants and support from the City of Moncton to various non-profit and community-oriented organizations within the City of Moncton on an annual basis. The Grant section of the operating budget summarizes current grant programs.
- Establishes committees (both internal and external) to make decisions and recommendations on a variety of matters impacting the City of Moncton.

Chief Administrative Officer

- Ensures that Council receives professional and objective administrative advice and recommendations. With an emphasis on professional management principles and performance management, the Chief Administrative Officer is the main link between Moncton City Council and the administration.
- Works with Council, citizens, and administration to define and carry-out a Vision for the future:
 - Advises the Mayor and City Council.
 - Executes and implements policies and programs approved by Council.
 - Oversees and administers the City of Moncton budget and directs day-to-day operations.
 - Leads and directs an organizational team of general managers, directors, professional, technical and support staff of more than 700 employees.
 - Provides efficient and effective public service delivery.
 - Hires, promotes, and disciplines municipal employees.
 - Oversees inter-governmental affairs via communication and advocacy efforts to other levels of government and other organizations.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
GOVERNANCE & CORPORATE MANAGEMENT												
LEGISLATIVE (excl Mayor and Councillors)	1.0	1.0	-	1.0	-	-	-	-	-	-	-	-
CHIEF ADMINISTRATIVE OFFICER	2.0	2.0	-	2.0	-	-	-	-	-	-	-	-
INTERNAL AUDIT	1.0	1.0	(1.0)	-	-	-	-	-	-	-	-	-
INTERGOVERNMENTAL AFFAIRS	1.0	1.0	-	1.0	-	-	-	-	-	-	-	-
TOTAL	5.0	5.0	(1.0)	4.0	-	-	-	-	-	-	-	-

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Environment	1.1	Climate Change Mitigation			
Environment	1.1.9	Explore opportunities to implement high density residential, industrial, commercial and institutional waste separation with Eco360	2023-2024	Nick	Circular Materials is a national not-for-profit producer responsibility organization (PRO) established to support producers with meeting their obligations under extended producer responsibility (EPR) regulations across Canada. Circular Materials Atlantic has submitted their management plan to Recycle NB and it was approved May 5, 2023. The plan has a 2 phased approach with Moncton and Regional Service Commission #7 being captured in Phase 2 with an implementation date of May 1, 2024. Circular Materials Atlantic presented their offer to municipalities for the collection of recyclable materials in our community and administration is evaluating the offer in discussion with regional stakeholders.
Environment	1.1.10	Advocate for changes to Acts and regulations that are barriers to our renewable energy projects	2023-2024	Nick	Advocacy strategy to be developed 2023-2024.
Social	2.1	Implement Social Inclusion Plan			
Social	2.1.4	Advocate for affordable housing investments	2023-2024-2025	Nick	Advocating with federal and provincial governments to increase investment and timelines on affordable housing. The City is continuing to provide financial support to non-profits to build affordable housing including \$5 million from CMHC, an application with the Housing Accelerator Fund and a request to have the surplus DND lands made available for affordable housing.
Governance	5.1	Collaborate with municipal associations	2023-2024-2025	Nick	Ongoing collaboration with municipal associations continues in the interest of advancing our strategic priorities.
Governance	5.3	Collaborate as a tri-community with Dieppe and Riverview	2023-2024-2025	Nick	Ongoing meetings held and priorities include affordable housing and social issues, infrastructure investments and results of local governance reform.
Governance	5.4	Collaborate with other levels of government and related entities	2023-2024-2025	Nick	Ongoing collaboration with other levels of government and related entities continues in the interest of advancing our strategic priorities.
Governance	5.5	Implement action items from the Université de Moncton Memorandum of Understanding	2023-2024-2025	Nick	Collaboration between the City and UdeM continues including meetings held with UdeM researchers to partner on research projects, collaborating on the CEPS expansion project, and establishing a bursary committee.
Governance	5.8	Implement High Performance Organization priorities	2023-2024-2025	Nick	This is an ongoing process
Governance	5.11	Review Agencies, Boards and Commissions	2023	Nick	Brought to COTW in August - working on Executive Summary and changes to Policy from Council. To be brought to Public in November.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	1,333,729	1,138,729	1,224,201	1,258,915	1,292,184	-1.04%
NON-LABOUR COSTS	548,817	601,498	536,533	463,881	463,721	-5.17%
RECOVERY	(370,059)	(370,059)	(406,920)	(415,631)	(423,614)	4.82%
TOTAL EXPENSES	1,512,487	1,370,168	1,353,814	1,307,165	1,332,291	-3.97%
NET COST	1,512,487	1,370,168	1,353,814	1,307,165	1,332,291	-3.97%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Internal Audit</i>	(80,405)	(81,064)	(81,500)
<i>Strategic Planning Finalization - Professional Services</i>	75,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	(5,405)	(81,064)	(81,500)

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: GOVERNANCE AND CORP. MANAGEMENT	Description	2024	2025	2026
Responsibility: CHIEF ADMINISTRATIVE OFFICER'S OFFICE	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Internal Audit				
Request Justification:	Expenditures			
This request is proposing to convert its existing salary and wage budgets to professional internal audit services as the current service is being provided by an external accounting firm.	Labour Cost	(131,107)	(133,766)	(136,202)
	Non-Labour Cost			
	Dues and office costs	(9,298)	(9,298)	(9,298)
	Professional services	60,000	62,000	64,000
	Net	(80,405)	(81,064)	(81,500)



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: GOVERNANCE AND CORP. MANAGEMENT	Description	2024	2025	2026
Responsibility: CHIEF ADMINISTRATIVE OFFICER'S OFFICE	Revenues			
Priority: STRATEGIC PLAN	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Strategic Planning Finalization - Professional Services				
Request Justification:	Expenditures			
During 2023, administration completed the initial stages of a revised strategic plan that along with Council's input, will provide a clear direction for the City in the upcoming years. To complete the final phases of the plan development, there is a requirement for consultant services to assist both administration and Council in successfully completing the plan.	Labour Cost	0	0	0
	Non-Labour Cost	75,000	0	0
	Net	75,000	0	0

Service Area Budget - Responsibilities

CHIEF ADMINISTRATIVE OFFICER'S OFFICE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	516,574	327,238	387,491	395,458	402,738	-7.35%
NON-LABOUR COSTS	36,746	78,077	164,222	91,258	91,205	49.40%
RECOVERY	(86,596)	(86,596)	(111,462)	(113,593)	(115,127)	10.98%
TOTAL EXPENSES	466,724	318,719	440,251	373,123	378,816	-6.28%
NET COST	466,724	318,719	440,251	373,123	378,816	-6.28%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>Internal Audit</i>	(80,405)	(81,064)	(81,500)
<i>Strategic Planning Finalization - Professional Services</i>	75,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	(5,405)	(81,064)	(81,500)

MAYOR AND COUNCIL

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	704,683	700,916	719,176	743,571	767,404	2.97%
NON-LABOUR COSTS	344,381	355,731	353,896	354,196	354,497	0.98%
RECOVERY	(257,855)	(257,855)	(268,268)	(274,375)	(280,475)	2.92%
TOTAL EXPENSES	791,209	798,792	804,804	823,392	841,426	2.12%
NET COST	791,209	798,792	804,804	823,392	841,426	2.12%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

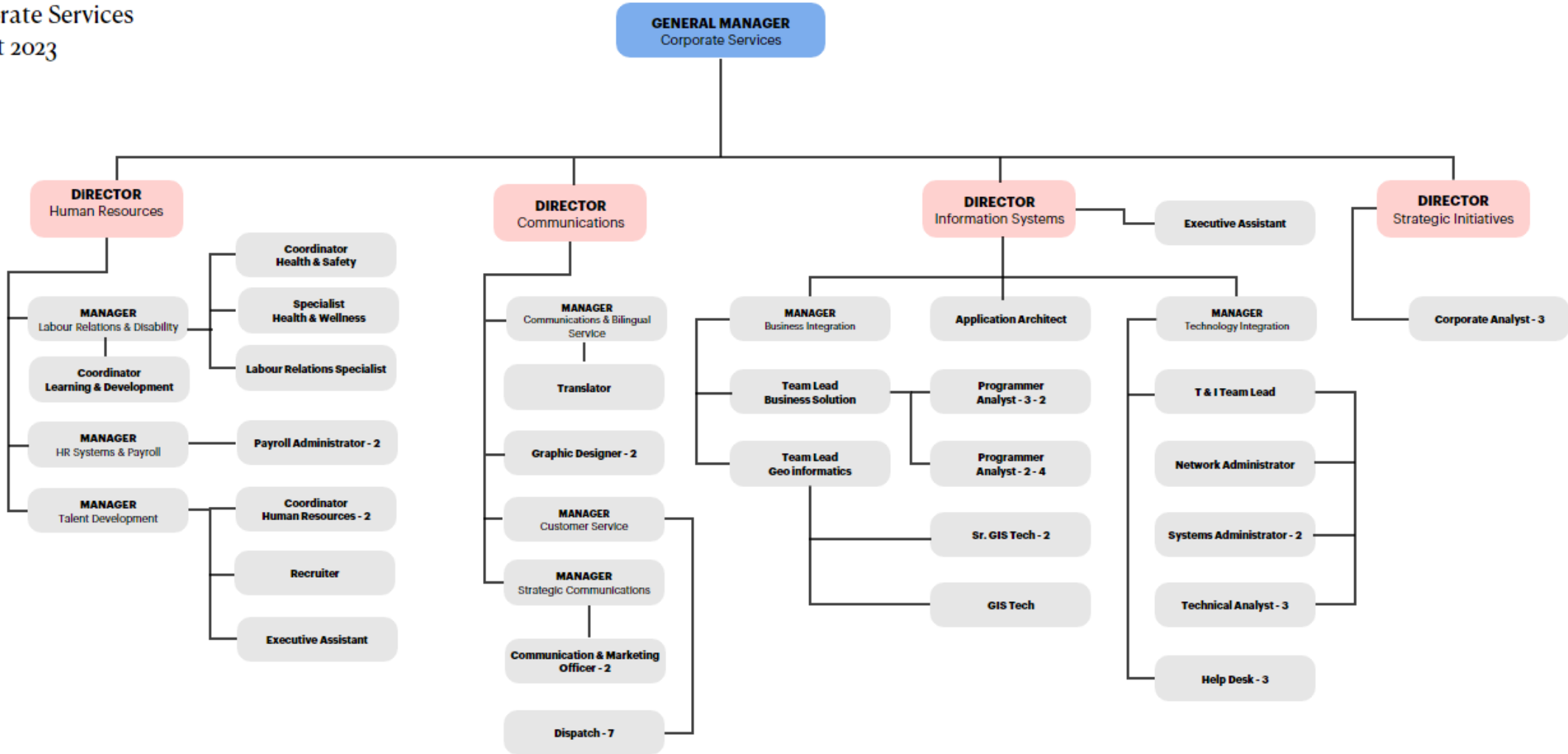
SPECIAL PROJECTS AND INTERGOVERNMENTAL AFFAIRS

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	112,472	110,575	117,534	119,886	122,042	2.84%
NON-LABOUR COSTS	167,690	167,690	18,415	18,427	18,019	-29.75%
RECOVERY	(25,608)	(25,608)	(27,190)	(27,663)	(28,012)	3.13%
TOTAL EXPENSES	254,554	252,657	108,759	110,650	112,049	-18.66%
NET COST	254,554	252,657	108,759	110,650	112,049	-18.66%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Corporate Services

Organizational Chart



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide corporate services to Corporate Services Administration, Communications and Customer Service, Human Resources, Information Systems, and Strategic Initiatives.
- To provide internal services supporting and improving organizational performance.

Service Area Description

Corporate Services Administration

- Leads the delivery of a wide range of programs and services for Human Resources, Planning and Research, Public Information, Official Languages support, Information Management, and Change Initiative management.

Communications

- Provides strategic advice and direction on corporate image, branding, and communications to various audiences (mayor and council, residents, visitors, stakeholders).
- Provides proactive communications by using various tools to increase public awareness and engagement.
- Develops internal communications capacity and centralizes digital functions (i.e., website).
- Provides advice and direction on the City's delivery of bilingual services.

Customer Service

- Provides front-facing customer service for citizens to experience one-stop access to City of Moncton information, programs, and service requests.

Human Resources

- Provides strategic advice and direction on human resource policies, labour relation matters, employment and staffing issues, recruitment, personnel records, compensation and benefits, payroll administration, health and safety, wellness and learning and development to key stakeholders.

Information Systems Administration and Information Steering

- Provides innovation and digital transformation across all lines of the City’s businesses while providing core services to citizens, staff, business, and other stakeholders.
- Advises departments on how to translate business requirements into process and technical needs. Ensures data is secure, people have access to the data, and the data is properly managed and structured.

Strategic Initiatives

- Provides change initiative to management and leadership on the Corporation’s efforts in continuous improvement.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
CORPORATE SERVICES												
CORPORATE SERVICES ADMIN.	1.0	1.0	-	1.0	-	-	-	-	-	-	-	-
CORPORATE COMMUNICATIONS	8.0	8.0	-	8.0	-	-	-	-	-	-	-	-
INFORMATION SYSTEMS	28.0	28.0	1.0	29.0	-	-	-	-	-	-	-	-
STRATEGIC INITIATIVES	4.0	4.0	-	4.0	-	-	-	-	-	-	-	-
CUSTOMER SERVICE	6.0	8.0	-	8.0	4,003	-	-	-	-	-	-	-
HUMAN RESOURCES	14.0	15.0	-	15.0	3,400	3,400	-	3,400	-	-	-	-
TOTAL	61.0	64.0	1.0	65.0	7,403	3,400	-	3,400	-	-	-	-

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.3	Support and grow a safe community			
Social	2.3.4	Undertake an analysis to determine appropriate policing services required for our community	2023	Laurann	Private presentation of Report to Tri-Community Councils on October 4, 2023 at Dieppe City Hall. Public presentation of Report on October 5, 2023 at Moncton City Hall.
Culture	3.1	Implement Bilingualism Plan			
Culture	3.1.1	Promote external signage program for businesses	2023	Laurann	2023 Brochure has been produced and distributed. Program is up and running. Promotional efforts are being undertaken.
Culture	3.1.2	Update municipal signage to ensure official languages compliance	2023-2024-2025	Laurann	The 10-year signage catalogue revision is well underway. Non-compliant street parking signs are being changed to meet the bilingual requirements. Other signs are being modified, eliminated or added to meet our obligations. A tour of the facilities (Coliseum, CN Sportplexe and Crossman Centre/Kay Arena) has taken place and signage will be updated as needed in these areas as well.
Culture	3.1.3	Develop and deliver active offer training for municipal employees	2023-2024-2025	Laurann	We expect our first training program to be released late in 2023.
Governance	5.6	Implement corporate continuous improvement initiatives			
Governance	5.6.1	Implement customer service initiatives	2023	Laurann	In addition to one general phone line and one email address, customer service training will continue throughout 2023. New systems have been added to the landlines to improve customer service.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Governance	5.6.4	Implement corporate improvements across the organization	2023-2024-2025	Laurann	
Governance	5.7	Modernize corporate information systems to improve service delivery			
Governance	5.7.1	Develop Digital Transformation Strategy	2023	Laurann	Discovery phase completed, on track to be completed in September 2023
Governance	5.7.2	Continue to focus on technology enhancements	2023-2024-2025	Laurann	Continuing to work with departments to add more functionality for citizens and staff
Governance	5.9	Develop and implement recruitment and retention strategies	2023-2024	Laurann	A Directive on Flex Work, including Compressed Work Week, has been implemented. An additional senior recruiter has been added to the recruitment team.
Governance	5.10	Continue enhancing the Citizen Engagement Strategy	2023-2024-2025	Laurann	Training for Communications employees has occurred. Objective is to integrate IAP2 training for other City employees who deal with engagement.
Governance	5.13	Review opportunities for diversity, inclusion and anti-discrimination directives or policies	2023	Laurann	DEI Committee is working on implementing action items in the 2023 plan

Service Levels

Corporate							
Pillar	Description	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Governance	Proactively inform residents to improve transparency	• Media requests are acknowledged within 1 hour.	<7 complaints	0	0	0	• No complaints were received.
		• Interviews (date and time) are agreed to by the media outlet and the City within a 5 hour of request for an interview.	<10 complaints	0	0	0	• No complaint were received.
		• Media requests are responded to in the official language of choice.	<5 complaints	0	0	0	• No complaints were received.
		• Educational information to citizens on various City services.	24 per year	76	68	53	• Actual: 76. • We also have proactive tools that residents can access at their own leisure which reduces the need for basic educational information (i.e. Infrastructure Map, Outdoor Fun Map, Report an Issue).
		• Questions received on social media are acknowledged within 5 hours.	<10 complaints	4	0	0	• Internal observations identified four instances where a response was not provided in adequate time because we were waiting for information from other departments, there was such a high volume of questions/comments that they were missed or because the question was asked outside of our communicated expectations and were not deemed urgent or impacted by time. • Note: Questions are answered within 1 business day (Monday to Friday from 8:30 a.m. to 4:30 p.m.)
Culture	Improve bilingual services within the municipality	• Official Languages Policy is reviewed every 5 years	100%	100%	100%	100%	• Policy was reviewed by Communications as a starting point but a more thorough review will be done with the provincial and federal levels having gone through their exercise and revision.
		• Provide external audience materials in both official languages.	<5 complaints	0	6	4	• No complaints were received during this time period.
Governance	Engage residents in the decision making process	• Public Engagement Plan to be developed.	5	9	8	11	• Nine projects were activated on the platform between June 2022 and June 2023.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	5,872,400	5,745,554	6,989,987	7,155,772	7,399,399	8.67%
NON-LABOUR COSTS	3,118,924	3,478,340	3,214,762	3,437,900	3,636,571	5.53%
RECOVERY	(1,916,288)	(1,916,288)	(2,240,047)	(2,325,345)	(2,405,399)	8.51%
TOTAL EXPENSES	7,075,036	7,307,606	7,964,702	8,268,327	8,630,571	7.33%
NET COST	7,075,036	7,307,606	7,964,702	8,268,327	8,630,571	7.33%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Corporate Signage</i>	50,000	100,000	100,000
<i>DEI Committee Funds</i>	25,000	25,000	25,000
<i>Employee Events & Corporate Team Building</i>	40,000	40,000	40,000
<i>New Cyber Security Analyst</i>	96,166	100,366	106,110
TOTAL NET COSTS INCLUDED IN BUDGET	211,166	265,366	271,110

Level 2 & 3



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CORPORATE SERVICES	Description	2024	2025	2026
Responsibility: COMMUNICATIONS	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Corporate Signage				
Request Justification:	Expenditures			
Similar public spaces (i.e., neighbourhood parks) have signs that are not consistent, have old information, missing key information and some are just absent. The solution will include a bilingual standardized look, relevant content/info, production, and installation of signs in the proper locations captured in catalogue for future use.	Labour Cost	0	0	0
	Non-Labour Cost	50,000	100,000	100,000
	Net		50,000	100,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CORPORATE SERVICES	Description	2024	2025	2026
Responsibility: HUMAN RESOURCES	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
DEI Committee Funds				
Request Justification:	Expenditures			
A Diversity, Equity, and Inclusion (DEI) Committee continues to enhance the City's effort to be a diverse and inclusive community. Operating funds are required on an annual basis for the committee to continue to augment these efforts.	Labour Cost	0	0	0
	Non-Labour Cost	25,000	25,000	25,000
	Net	25,000	25,000	25,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CORPORATE SERVICES	Description	2024	2025	2026
Responsibility: COMMUNICATIONS	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Employee Events & Corporate Team Building				
Request Justification:	Expenditures			
Enhance funds available for continued employee engagement, recognition, retention, and team building.	Labour Cost	0	0	0
	Non-Labour Cost	40,000	40,000	40,000
	Net	40,000	40,000	40,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CORPORATE SERVICES	Description	2024	2025	2026
Responsibility: INFORMATION SYSTEMS	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
New Cyber Security Analyst				
Request Justification:	Expenditures			
The Information Systems network and related infrastructure forms a key component of business operations for the City of Moncton. Cyber attacks continue to be a high risk to all organizations including the City of Moncton. To help address and mitigate on-going risks, the position of Cyber Security Analyst is being added to the team in the Corporate Services/Information Systems service area.	Labour Cost	96,166	100,366	106,110
	Non-Labour Cost	0	0	0
	Net	96,166	100,366	106,110

Service Areas Budget – Responsibilities

CORPORATE COMMUNICATIONS

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	849,080	794,623	881,771	903,432	935,806	3.40%
NON-LABOUR COSTS	459,124	420,157	543,962	596,896	599,938	10.22%
RECOVERY	(257,813)	(257,813)	(269,347)	(300,066)	(307,149)	6.38%
TOTAL EXPENSES	1,050,391	956,967	1,156,386	1,200,262	1,228,595	5.66%
NET COST	1,050,391	956,967	1,156,386	1,200,262	1,228,595	5.66%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Corporate Signage</i>	<i>50,000</i>	<i>100,000</i>	<i>100,000</i>
<i>Employee Events & Corporate Team Building</i>	<i>40,000</i>	<i>40,000</i>	<i>40,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	90,000	140,000	140,000

CORPORATE SERVICES ADMIN

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	193,406	196,832	207,019	211,366	215,352	3.78%
NON-LABOUR COSTS	7,800	7,800	9,912	10,110	10,334	10.83%
RECOVERY	(39,478)	(39,478)	(43,386)	(44,295)	(45,137)	4.78%
TOTAL EXPENSES	161,728	165,154	173,545	177,181	180,549	3.88%
NET COST	161,728	165,154	173,545	177,181	180,549	3.88%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

CUSTOMER SERVICE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	120,087	194,750	747,461	767,460	786,566	185.00%
NON-LABOUR COSTS	41,719	19,888	41,966	42,027	42,099	0.30%
RECOVERY	(49,890)	(49,890)	(236,828)	(242,846)	(248,599)	132.76%
TOTAL EXPENSES	111,916	164,748	552,599	566,641	580,066	139.43%
NET COST	111,916	164,748	552,599	566,641	580,066	139.43%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

HUMAN RESOURCES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	1,420,829	1,301,306	1,601,540	1,633,664	1,667,534	5.79%
NON-LABOUR COSTS	453,059	566,744	366,418	366,502	366,586	-6.36%
RECOVERY	(332,550)	(332,550)	(388,592)	(400,033)	(406,824)	7.44%
TOTAL EXPENSES	1,541,338	1,535,500	1,579,366	1,600,133	1,627,296	1.86%
NET COST	1,541,338	1,535,500	1,579,366	1,600,133	1,627,296	1.86%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>DEI Committee Funds</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	25,000	25,000	25,000

INFORMATION STEERING

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
NON-LABOUR COSTS	2,024,233	2,250,961	2,113,974	2,283,474	2,478,350	7.48%
RECOVERY	(565,292)	(565,292)	(591,911)	(611,420)	(641,227)	4.48%
TOTAL EXPENSES	1,458,941	1,685,669	1,522,063	1,672,054	1,837,123	8.64%
NET COST	1,458,941	1,685,669	1,522,063	1,672,054	1,837,123	8.64%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

INFORMATION SYSTEMS ADMINISTRATION

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	2,839,621	2,806,838	3,071,819	3,149,872	3,295,363	5.35%
NON-LABOUR COSTS	110,528	198,375	116,045	116,394	116,755	1.88%
RECOVERY	(578,586)	(578,586)	(609,411)	(624,190)	(652,206)	4.24%
TOTAL EXPENSES	2,371,563	2,426,627	2,578,453	2,642,076	2,759,912	5.46%
NET COST	2,371,563	2,426,627	2,578,453	2,642,076	2,759,912	5.46%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>New Cyber Security Analyst</i>	96,166	100,366	106,110
TOTAL NET COSTS INCLUDED IN BUDGET	96,166	100,366	106,110

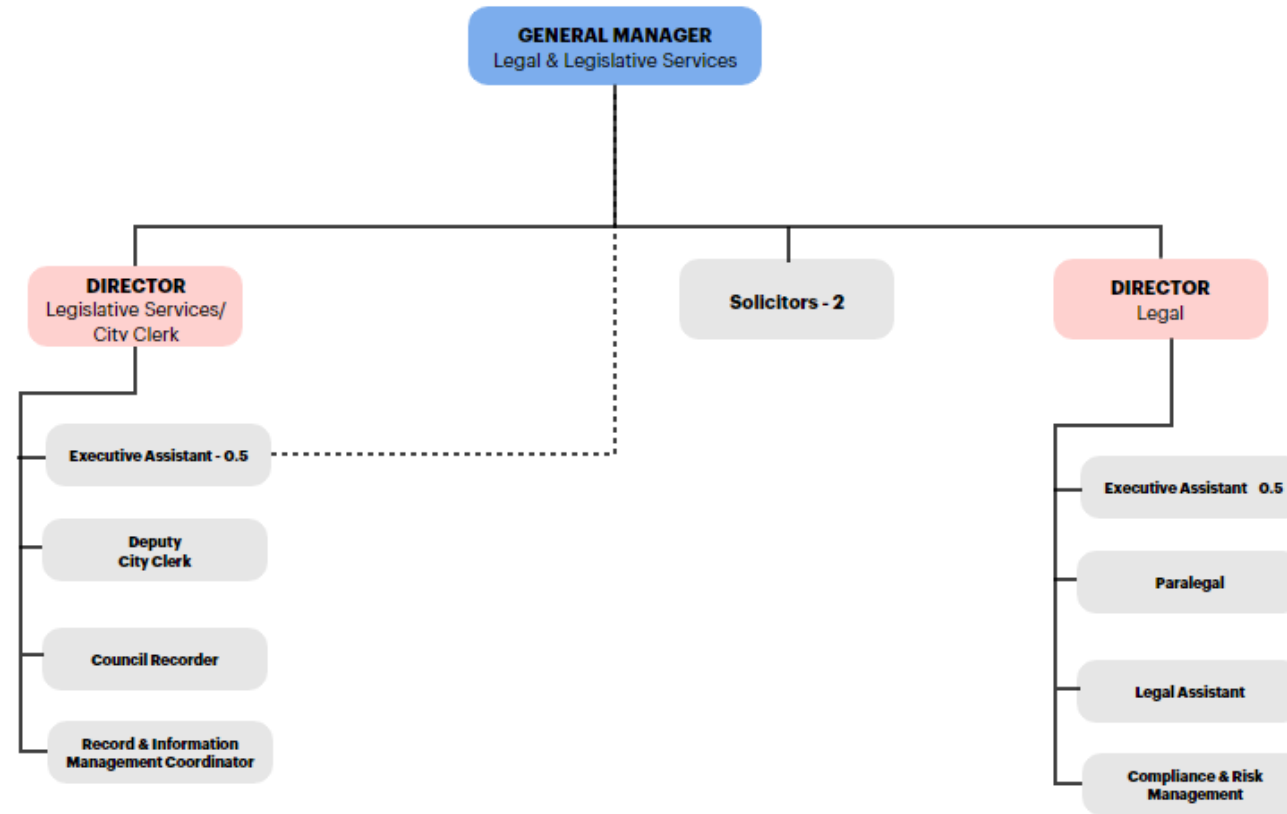
STRATEGIC INITIATIVES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	449,377	451,205	480,377	489,978	498,778	3.66%
NON-LABOUR COSTS	22,461	14,415	22,485	22,497	22,509	0.07%
RECOVERY	(92,679)	(92,679)	(100,572)	(102,495)	(104,257)	4.16%
TOTAL EXPENSES	379,159	372,941	402,290	409,980	417,030	3.33%
NET COST	379,159	372,941	402,290	409,980	417,030	3.33%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Legal & Legislative Services

Organizational Chart



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide legal support to Moncton City Council, the City Manager, civic departments, and municipal staff to assist in the delivery of services to the citizens of Moncton.
- To provide a gateway to City council through the City Clerk's Office.
- To be the official record keeper for the City, responsible for the minutes of Council meetings and official records of their decisions, as well as communicating those decisions. The City Clerk is there to ensure that citizens have the opportunity to be heard by Council.

Service Area Description

Legal Department

- Provides legal advice to City Council and Committees of Council and to the City administration.
- Represents the City before the courts and at administrative tribunals, boards, and commissions.
- Provides legal services in other matters such as contracts and negotiations, acquisitions, privacy and access to information, risk management, and insurance matters.
- Delivers services requiring constant monitoring of developments in the law, procedural requirements, legal authority, and policy direction.

City Clerk Department

- Manages all formal meetings of the City Council.
- Acts as the secretariat to all members of City Council.
- Maintains the official records of the City.
- Coordinates the City's Right to Information and Protection of Privacy Act program.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
LEGAL & LEGISLATIVE SERVICES												
LEGAL	7.5	7.5	-	7.5	-	-	-	-	-	-	-	-
CITY CLERK	4.5	4.5	-	4.5	-	-	-	-	-	-	-	-
TOTAL	12.0	12.0	-	12.0	-	-	-	-	-	-	-	-

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Governance	5.11	Review Agencies, Boards and Commissions	2023	Nick	Brought to COTW in August - working on Executive Summary and changes to Policy from Council. To be brought to Public in November.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	2,000	2,000	2,000	2,000	2,000	0.00%
EXPENSES						
LABOUR COSTS	1,288,854	1,071,946	1,379,904	1,414,507	1,460,523	4.44%
NON-LABOUR COSTS	319,217	330,080	329,172	329,244	329,316	1.05%
RECOVERY	(278,399)	(278,399)	(343,816)	(348,749)	(357,967)	9.53%
TOTAL EXPENSES	1,329,672	1,123,627	1,365,260	1,395,002	1,431,872	2.56%
NET COST	1,327,672	1,121,627	1,363,260	1,393,002	1,429,872	2.57%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Service Area Budget – Responsibilities

CITY CLERK

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	441,444	435,698	463,014	473,790	490,484	3.70%
NON-LABOUR COSTS	26,907	29,007	32,249	32,273	32,297	6.68%
RECOVERY	(92,849)	(92,849)	(99,053)	(101,212)	(104,556)	4.20%
TOTAL EXPENSES	375,502	371,856	396,210	404,851	418,225	3.79%
NET COST	375,502	371,856	396,210	404,851	418,225	3.79%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

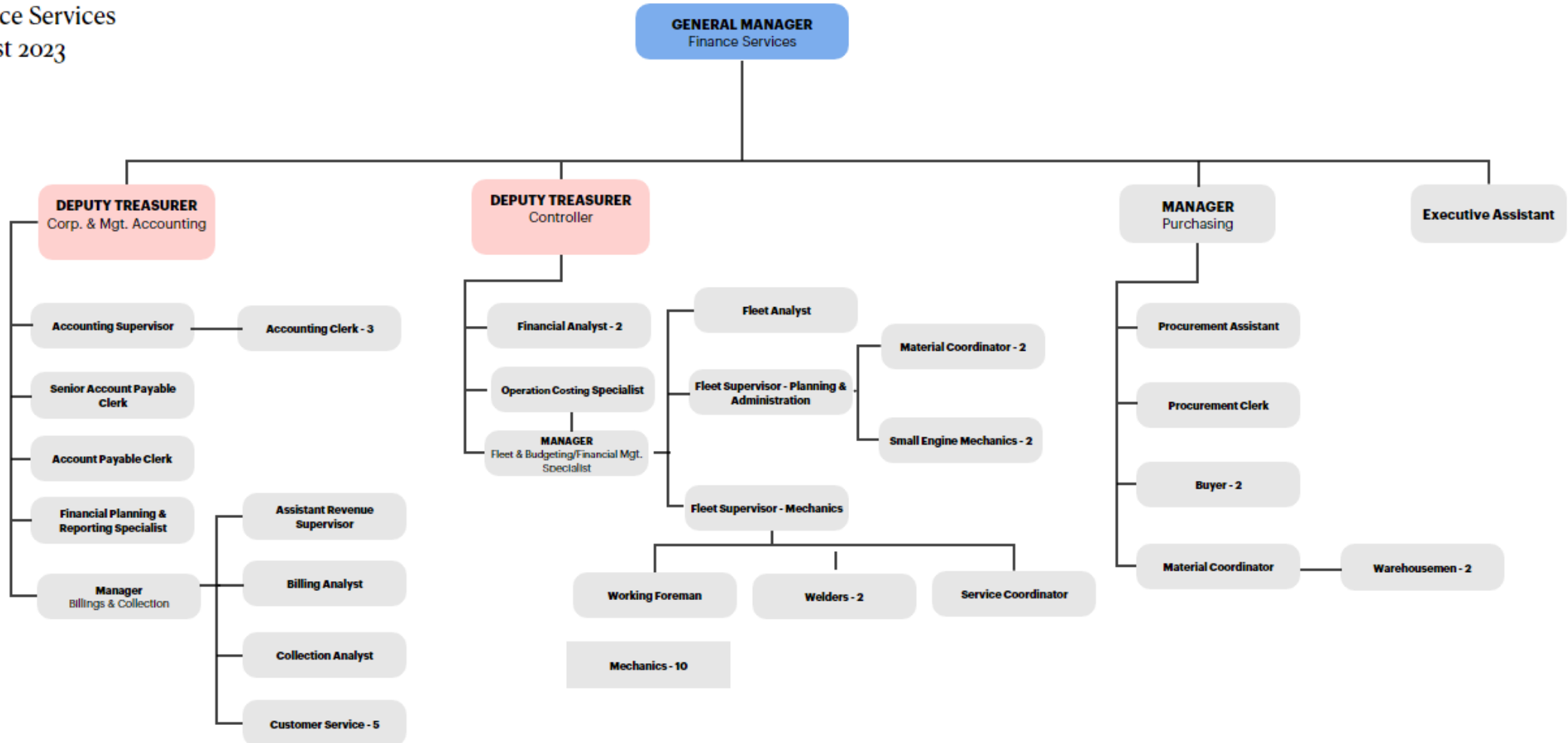
LEGAL

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	2,000	2,000	2,000	2,000	2,000	0.00%
EXPENSES						
LABOUR COSTS	847,410	636,248	916,890	940,717	970,039	4.82%
NON-LABOUR COSTS	292,310	301,073	296,923	296,971	297,019	0.54%
RECOVERY	(185,550)	(185,550)	(244,763)	(247,537)	(253,411)	12.19%
TOTAL EXPENSES	954,170	751,771	969,050	990,151	1,013,647	2.08%
NET COST	952,170	749,771	967,050	988,151	1,011,647	2.08%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Finance

Organizational Chart



Service Area Description. Goals and Objectives

Objective of Service Area

- To provide strategic financial management services and leadership to the City.
- To safeguard financial assets, ensuring the long-term fiscal sustainability of the City.
- To promote sound fiscal practices and policies.
- Includes Finance, Purchasing, Revenue, Central Stores, and Fleet departments.

Service Area Description

Finance

- Leads the corporate budget process for the general operating, utility operating and capital budget processes.
- Provides financial expertise, planning and budget monitoring for the City.
- Prepares financial reports: monthly and audited financial statements and ad hoc reports.
- Prepares scenario analysis and management accounting.
- Manages cash, including accounts receivable, accounts payable; has oversight of internal financial controls and investments.
- Provides financial expertise for all service areas including developing long term planning models on a regular basis.
- Supports other departments with corporate initiatives.
- Oversees the integration of asset management plan in the budgeting process.

Purchasing and Central Stores

- Provides centralized purchasing and control of acquired goods and services.
- Coordinates corporate acquisitions through request for proposals, tenders, standing orders and credit card purchases.
- Provides expertise in the acquisition of goods and services.
- Ensures the procurement policy and other procurement legislation is adhered to.

Revenue Office

- Bills approximately 100,000 invoices per year for utility and non-utility customers.
- Coordinates collection activities on account receivable clients.
- Provides general customer services to the public, front-facing, by telephone and by email.
- Accepts payments for corporate departments.

Fleet/Mechanical

- Manages, co-ordinates and repairs fleet equipment and vehicles.
- Provides oversight and management of over three hundred vehicles and related equipment.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
FINANCE SERVICES												
FINANCE & REVENUE	24.0	24.0	-	24.0	-	-	-	-	-	-	-	-
MECHANICAL / FLEET	21.0	21.0	1.0	22.0	-	-	-	-	-	-	-	-
CENTRAL STORES	3.0	3.0	-	3.0	-	-	-	-	-	-	-	-
PURCHASING	6.0	6.0	-	6.0	-	-	-	-	-	-	-	-
TOTAL	54.0	54.0	1.0	55.0	-	-	-	-	-	-	-	-

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Governance	5.6	Implement corporate continuous improvement initiatives			
Governance	5.6.2	Standardize procurement methods - Procure-to-Pay	2023-2024-2025	Jacques	Procurement Plan is now on Teams where all corporate users can see the status of their item and a meeting is set up on a weekly basis with the purchasing manager to discuss any issues or to answer any questions, Oracle Release Project is completed in Test environment, ready to be released.
Governance	5.6.3	Implement e-bidding solution	2023	Jacques	Oracle EBidding Project has been kicked off and the project is set to be completed in q1 2024 with an update to Council in Q4 2023.
Governance	5.15	Implement best practices for municipal grants provided to organizations	2023	Jacques	Completed and presented to Council in May
Governance	5.16	Implement asset retirement obligation policy	2023	Jacques	Working with KPMG on this initiative, will be done in time for 2023 audited statements

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	1,219,600	5,969,600	3,837,222	3,834,163	3,685,085	67.39%
EXPENSES						
LABOUR COSTS	5,778,363	5,400,013	5,845,040	5,971,483	6,203,886	2.45%
NON-LABOUR COSTS	37,468,244	41,069,242	45,532,047	45,132,615	43,779,081	5.61%
RECOVERY	(8,158,616)	(7,826,537)	(9,894,975)	(8,970,689)	(9,077,130)	3.75%
TOTAL EXPENSES	35,087,991	38,642,718	41,482,112	42,133,409	40,905,837	5.53%
NET COST	33,868,391	32,673,118	37,644,890	38,299,246	37,220,752	3.30%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>Digital Transformation Implementation Plan</i>	540,000	540,000	0
<i>Increase Capital from Operating to Support Inflation on Capital Projects</i>	2,400,000	2,400,000	2,400,000
<i>New Mechanic for Fire Equipment</i>	0	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	2,940,000	2,940,000	2,400,000

Level 2 & 3



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: FINANCE SERVICES	Description	2024	2025	2026
Responsibility: OTHER ADMIN	Revenues			
Priority: STRATEGIC PLAN	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Digital Transformation Implementation Plan				
Request Justification:	Expenditures			
A key Strategic Plan item revolves around addressing the recommendations coming from the Digital Strategy third party review that had occurred during 2022 and 2023. Consulting services will be required to address the requirements for enhancements and implementation of various software applications to support the strategy. In addition, numerous staff will need to be seconded to be involved in the projects and as such, contracted support staff to back fill these existing staff positions will be required.	Labour Cost	0	0	0
	Non-Labour Cost	540,000	540,000	0
	Net	540,000	540,000	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: FINANCE SERVICES	Description	2024	2025	2026
Responsibility: OTHER ADMIN	Revenues			
Priority: STRATEGIC PLAN	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Increase Capital from Operating to Support Inflation on Capital Projects				
Request Justification:	Expenditures			
In the last number of years, inflation and supply/demand limitations have significantly impacted the cost of completing capital projects in the City of Moncton. To address this increased cost (and continue to support infrastructure renewal as well as growth projects) the overall general net capital budget has been set at an annual average of \$21,000,000 over the next five years not considering the interest mitigation strategy, translating to an increase of \$4,000,000 from previous years net capital budget target. An increase of \$2,400,000 for Capital from Operating is recommended to assist in funding the increased cost and to limit the interest rate impact of the debt costs of such a capital plan increase.	Labour Cost	0	0	0
	Non-Labour Cost	2,400,000	2,400,000	2,400,000
	Net		2,400,000	2,400,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: FINANCE SERVICES	Description	2024	2025	2026
Responsibility: FLEET	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
New Mechanic for Fire Equipment				
Request Justification:	Expenditures			
The increase in service requirements for Moncton Fire Department's fire equipment, coupled with the adoption of NFPA (National Fire Protection Association) best practices, has resulted in a significant strain on the fleet business unit. To maintain adequate service levels in all other service areas within the city, it is crucial to provide the mechanical shop with one additional licensed mechanic.	Labour Cost	91,802	94,467	97,025
	Labour Cost	(91,802)	(94,467)	(97,025)
	Net	0	0	0

Service Areas Budget – Responsibilities

CENTRAL STORES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	284,023	284,541	292,699	300,126	309,883	3.03%
NON-LABOUR COSTS	37,407	37,407	40,106	40,963	41,394	3.55%
RECOVERY	(53,711)	(53,711)	(54,187)	(55,475)	(62,622)	5.53%
TOTAL EXPENSES	267,719	268,237	278,618	285,614	288,655	2.61%
NET COST	267,719	268,237	278,618	285,614	288,655	2.61%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

FINANCE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	451,007	451,007	458,947	468,251	319,173	-9.74%
EXPENSES						
LABOUR COSTS	2,428,571	2,245,262	2,501,743	2,569,271	2,671,795	3.34%
NON-LABOUR COSTS	64,751	64,751	290,241	290,277	70,313	2.86%
RECOVERY	(982,406)	(982,406)	(1,074,930)	(1,102,502)	(1,130,821)	5.04%
TOTAL EXPENSES	1,510,916	1,327,607	1,717,054	1,757,046	1,611,287	2.21%
NET COST	1,059,909	876,600	1,258,107	1,288,795	1,292,114	7.30%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget <i>Digital Transformation Implementation Plan</i>	220,000	220,000	0
TOTAL NET COSTS INCLUDED IN BUDGET	220,000	220,000	0

FISCAL SERVICES (EXCLUDING DOWNTOWN CENTRE)

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	750,000	5,500,000	3,365,912	3,365,912	3,365,912	116.26%
EXPENSES						
NON-LABOUR COSTS	18,857,412	22,110,312	21,474,771	25,115,043	23,922,815	8.95%
TOTAL EXPENSES	18,857,412	22,110,312	21,474,771	25,115,043	23,922,815	8.95%
NET COST	18,107,412	16,610,312	18,108,859	21,749,131	20,556,903	4.51%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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FLEET

REVENUES

TOTAL REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

LABOUR COSTS

NON-LABOUR COSTS

RECOVERY

TOTAL EXPENSES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
LABOUR COSTS	1,181,482	1,050,584	1,149,484	1,185,156	1,259,465	2.20%
NON-LABOUR COSTS	6,023,561	6,061,429	7,607,515	6,616,519	6,607,808	3.23%
RECOVERY	(7,040,183)	(7,014,183)	(8,681,962)	(7,726,472)	(7,791,864)	3.56%
TOTAL EXPENSES	164,860	97,830	75,037	75,203	75,409	-18.09%
NET COST	164,860	97,830	75,037	75,203	75,409	-18.09%

Level 2 and 3 Request included in Budget

New Mechanic for Fire Equipment

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget	0	0	0

OTHER ADMIN

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	18,593	18,593	12,363	0	0	-33.33%
EXPENSES						
LABOUR COSTS	1,346,389	1,346,389	1,346,389	1,346,389	1,361,353	0.37%
NON-LABOUR COSTS	12,473,145	12,783,375	16,106,857	13,057,256	13,124,194	1.74%
RECOVERY	10,506	316,585	10,769	11,038	11,314	2.56%
TOTAL EXPENSES	13,830,040	14,446,349	17,464,015	14,414,683	14,496,861	1.61%
NET COST	13,811,447	14,427,756	17,451,652	14,414,683	14,496,861	1.65%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Digital Transformation Implementation Plan</i>	<i>320,000</i>	<i>320,000</i>	<i>0</i>
<i>Increase Capital from Operating to Support Inflation on Capital Projects</i>	<i>2,400,000</i>	<i>2,400,000</i>	<i>2,400,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	2,720,000	2,720,000	2,400,000

PURCHASING

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	537,898	473,237	554,725	570,541	601,390	3.93%
NON-LABOUR COSTS	11,968	11,968	12,557	12,557	12,557	1.64%
RECOVERY	(92,822)	(92,822)	(94,665)	(97,278)	(103,137)	3.70%
TOTAL EXPENSES	457,044	392,383	472,617	485,820	510,810	3.92%
NET COST	457,044	392,383	472,617	485,820	510,810	3.92%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET



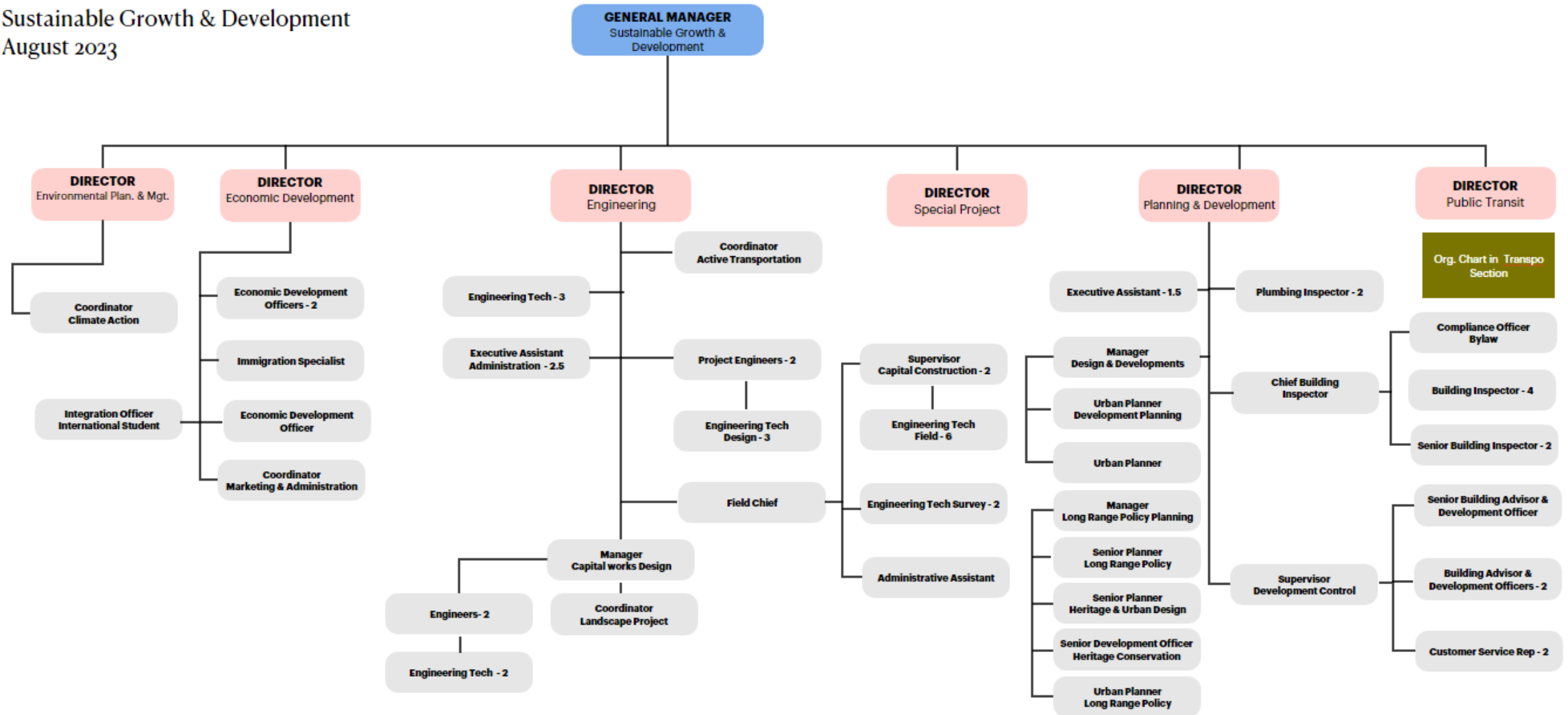
Sustainable Growth & Development

Organization Chart



MONTCTON

Sustainable Growth & Development
August 2023



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide a focused approach towards sustainable growth and development for the City through multi-departmental oversight.
- To provide a one-stop service area to address growth, rezoning, transportation and infrastructure upgrades and requirements resulting in future economic growth.

Service Area Description

Engineering

- Provides planning, budgeting, design, and construction management plan for right-of-way assets (roads, sidewalks, water distribution system, sanitary sewer collection system and storm sewer system).
- Provides transportation engineering, asset management, and engineering review of development plans and manages permits for right-of-way access.

Environmental Planning and Management

- Ensures a sustainable and environmentally friendly approach in all areas, including energy use, urban planning, and transportation.
- Proactive in mitigating and adapting to climate change, acting to reduce community risks posed by climate change.

Planning and Development

- Ensures compliance with property and zoning by-laws for the design, construction, and alteration of buildings and structures.
- Provides services related to land use, heritage conservation, planning and development.
- Develops land use plans, policies, and by-laws.
- Manages the approval processes for development applications.

Economic Development and Immigration

- Responsible for business attraction and retention, downtown development, and immigration.

Service Area Goals

- Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws regarding the design, construction, and alteration of buildings and structures for the City of Moncton.
- Ensure the City of Moncton is a prosperous community via a diversified economy and a strategy to attract international newcomers / immigrants.
- Ensure the City of Moncton has a fully diversified economy that is supported by development and investment in our industrial parks.
- Implement the Heritage Conservation Strategic Plan.
- Guide the City of Moncton's growth and development in a sustainable manner that takes into consideration environmental, social, cultural, and economic goals and objectives.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
SUSTAINABLE GROWTH & DEVELOPMENT												
BUILDING INSPECTION	18.0	18.0	(1.0)	17.0	-	-	-	-	-	-	-	-
PLANNING & DEVELOPMENT	10.0	10.0	-	10.0	-	-	-	-	-	-	-	-
ECONOMIC DEVELOPMENT & IMMIGRATION	7.0	7.0	-	7.0	-	-	-	-	-	-	-	-
ENGINEERING ADMIN	32.0	31.0	1.0	32.0	254	254	-	254	15,040	15,040	-	15,040
ENVIRONMENTAL PLANNING & MANAGEMENT	2.0	2.0	-	2.0	-	-	-	-	-	-	-	-
CODIAC TRANSPOR	89.0	89.0	5.0	94.0	17,683	17,683	-	17,683	-	-	-	-
TOTAL	158.0	157.0	5.0	162.0	17,937	17,937	-	17,937	15,040	15,040	-	15,040

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Environment	1.1	Climate Change Mitigation			
Environment	1.1.1	Implement the Corporate Energy and Greenhouse Gas Reduction Plan	2023-2024	Elaine	
Environment	1.1.1.1	Develop strategy to reduce energy consumption in existing buildings/equipment	2023-2024	Elaine	Grants from FCM have been approved to fund a feasibility study on energy retrofits in several City buildings. Dept staff continue to work with AFMNB on joint research on possible PACE programs in New Brunswick.
Environment	1.1.2	Implement Community Energy and Emissions Plan	2023-2024-2025	Elaine	Review of CEEP actions identified some that are more immediately practical and feasible and moved up from original later start dates (e.g. increase tree planting.) Other, early actions have proven problematic in the short term and have been deferred to later. Overall, there are a number of CEEP actions that are expected to be completed in the next two to three years. A report on renewable energy constraints and opportunities was drafted by administration and shared with Council.
Environment	1.1.3	Develop green development guidelines	2023	Elaine	Green Development Guidelines (GDG) have been finalized and as of Sept.21 are with Communications for imminent publication on the website.
Environment	1.1.4	Explore updating of zoning regulations related to green development standards	2023-2024	Elaine	In parallel with the GDG, Environment staff is developing possible or recommended zoning provisions for consideration during the upcoming Municipal Plan Review, that would make mandatory or more easily enable various aspects of the Green Development Guidelines.
Environment	1.1.5	Explore new regulations related to urban forest/tree protection	2023	Elaine	Draft By-law and Tree Protection Strategy presented to Council Private Session on September 11 2023. Adoption scheduled for Q4 2023
Environment	1.1.6	Consider electrification of public transit pilot project	2023-2024	Elaine	Canadian Urban Transit Research & Innovation Consortium (CUTRIC) to present highlights of zero-emissions bus study in October 2023. Pilot project being considered for 2024/2025.
Environment	1.1.7	Explore feasibility of on-demand busing service	2024	Elaine	This initiative focuses on low demand and will not be explored in 2023 since core routes now require added trips due to high passenger demand. Codiac Transpo will be focussing on a growth plan as a priority.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Environment	1.1.8	Install additional vehicle charging stations	2023-2024-2025	Elaine	In addition to the three stations previously installed at Resurgo (1) and Kay Arena (2) in Q1 2023, two more level 2 stations have been installed at City Hall (1) and at the Magnetic Hill Zoo (1) in Q3 2023. Separately, a DC Fast Charger owned by NB Power has been installed at City Hall. All are operational as of September 21 2023.
Environment	1.2	Climate Change Adaptation			
Environment	1.2.1	Implement the Climate Change Adaptation and Flood Management Strategy	2023-2024-2025	Elaine	Actions from the Climate Change Adaptation and Flood Management Strategy are being implemented and include capital projects in the East End and area South of Lewisville road and well as project design for raising Assomption Blvd. and other downtown streets.
Environment	1.2.1.1	Develop Flood Plain Zoning regulations	2023-2024	Elaine	Research has been initiated.
Environment	1.2.1.2	Implement the Neighbourhood Flood Mitigation Study (completed through capital works program)	2023-2024-2025	Elaine	Flood mitigation retrofits (sewer upgrades and detention basin) completed for the area south of Lewisville Road. East End sewer separation and pond construction started in September 2023.
Environment	1.6	Update the Sewer Master Plan			
Environment	1.6.2	Develop the Sewer Master Plan - Phase 10	2023	Elaine	Draft RFP expected to be ready in Q4.
Environment	1.4	Increase protection for the designated Turtle Creek watershed	2023-2024	Elaine	No spraying has occurred in the Turtle Creek watershed since 2017. Latest update received from Natural Resources and Energy Development on Feb. 15, 2023 indicated that they were conducting First Nations consultation and would finalize the forest management plans in the Spring of 2023. The Plan is not yet available. Watershed property acquisition - underway.
Environment	1.8	Work with the Department of Environment and Local Governance on improving air quality	2023	Elaine	TransAqua and Rayan Environmental have been mandated by the DELG to develop and implement an odor mitigation plan (plan approved by the DELG in 2022). TransAqua confirmed by email in June 2023 that most actoins have been implemented. In September 2023, the City retained Hive Engineering to conduct an air quality study in the North End (as per a motion from Councillor Butler). The repor is due at the end of November 2023.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.1	Implement Social Inclusion Plan			
Social	2.1.5	Review inclusionary zoning and incentive bonus zoning opportunities	2023	Elaine	25% of work completed through study in 2022 where city participated in background study exploring inclusionary zoning in partnership with the Province, Fredericton, Saintjohn, Dieppe and Riverview. Further movement on this item will be delayed until the province adopts a regulation for inclusionary zoning under the Community Planning Act. It is expected that 2nd part of the work related to this will be dealt with as part of the federal CMHC Housing Accelerator Fund program.
Social	2.4	Build Codiac Regional Policing Facility			
Social	2.4.1	Occupy Facility	2025	Elaine	Substantial completion scheduled for January 30, 2025 with occupancy scheduled for summer 2025. Construction is currently 3 months behind schedule (due to winter conditions, storms, rain, design and construction challenges). Pomerleau trying to recover lost time and achieve substantial completion date. Public Art Request for Qualifications to be retendered as one proposal received and did not meet security requirements outlined in the tender document. Move Management and Property Management Services tender to be address prior to end of 2023.
Social	2.5	Implement the Destination 2040 Regional Sustainable Transportation Master Plan	2023-2024-2025	Elaine	Recommendations are being implemented through the Capital Works program.
Social	2.6	Implement Active Transportation Master Plan (Phase II)	2023-2024-2025	Elaine	AT Coordinator starting on September 18, 2023. Physically seperated bike lanes completed on sections of Killam and Vaughan Harvey. Painted bike lanes on Dickson and St-George/Milner intersection. Work on the trail connection to the new bridge starting in September 2023.
Social	2.8	Construct Panacadie Trail (Phase II)	2024	Elaine	Project has been postponed to 2025 due to budget pressures and land acquisition requirements.
Social	2.9	Implement Codiac Transpo enhancements			
Social	2.9.1	Provide customer orientation brochure in a variety of languages	2023	Elaine	Planned for Q4 with Communications department

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.9.2	Review best practices related to minimum age requirements for free transit access	2023	Elaine	age 11 and under free; ready to implement but awaiting pass delivery due to supply chain delay, tentative implementation by year end 2023.
Culture	3.2	Implement Heritage Conservation Strategic Plan			
Culture	3.2.1	Review and update the 5-year Heritage Conservation Strategic Plan	2023	Elaine	Completed in Q2 of 2023.
Social	2.12	Enhance the Riverfront			
Social	2.12.1	Develop Riverfront Master Plan	2023-2024	Elaine	Project charter complete. RFP is in draft. Will be sent for release in Q4.
Economy	4.1	Implement the Downtown Core Community Improvement Revitalization Master Plan	2022	Elaine	Urban & Infrastructure Renewal projects moving forward which will serve as catalyst for new development applications coming forward.
Economy	4.1.2	Coordinate major downtown development projects	2023-2024-2025	Elaine	Lutz Street Reconstruction (Record to Main): work starting in September 2023 with a completion date in 2024. Downtown Improvements along Ashford property (Assumption, Westmorland, Downing and new street): first construction phase started in September 2023 (sewer realignment in parking lot and surcharging of south section of Westmorland).
Economy	4.2	Attract \$108 million in new investment in the downtown core by 2023	2023	Elaine	Progress was reviewed with Finance. Findings are that the target has been achieved (and surpassed) on time. As of 2023, \$192 million of assessment has been realized which is well above and beyond the \$108 million target.
Economy	4.3	Develop strategy for ancillary lands adjacent to the Avenir Centre	2023-2024	Elaine	Impacted by COVID pandemic, commercial vacancy. Will review current status and opportunities in 4th quarter.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Economy	4.4	Enhance Greater Moncton's Economic Development Performance			
Economy	4.4.1	Update the Greater Moncton Region Economic Development Strategic Plan	2023	Elaine	With local governance reform, a regional economic development strategy is now the responsibility of the Southeast Regional Service Commission (SERSC). The City's Economic Development Department continues to support the SERSC in the transition and will support in the development of a regional economic development strategy.
Economy	4.4.2	Implement economic development changes resulting from the municipal reform	2023-2024	Elaine	The Economic Development professionals from Moncton, Dieppe and Riverview have been meeting on a regular basis in 2023 to monitor the regional economic development mandate transition. Areas of focus have been: 1) the establishment of the Southeast Regional Service Commission (SERSC) as the regional economic development agency; 2) the termination of the City's Service Level Agreement (SLA) with 3+ Corporation, to close out the 3+ SLA; 3) the closing of 3+ operations and 4) ongoing collaboration on Greater Moncton economic development and immigration projects.
Economy	4.5	Update the City of Moncton Economic Development Strategy			An environmental scan has been undertaken for best practices. Background, research and information gathering has been performed. An outline or scope of work has been drafted. To ensure alignment with the City's Strategic Plan, work on an economic development strategy has paused while the Strategic Plan is being revised. Once the City's Strategic Plan is finalized, work can resume.
Economy	4.5.1	Update the Canadian Urban Institute Downtown Moncton Study	2023	Elaine	This was a joint research project with DMCI. A number of priority issues have pushed this item further down the priority list. This item will be reviewed again with DMCI in Q4 2023/Q1 2024 with DMCI to determine if there is sufficient budget and resources to move forward with this study.
Economy	4.6	Streamline the development process			
Economy	4.6.1	Identify and implement next steps in streamlining our development approval process	2023-2024	Elaine	Working on implementing various action plan items.
Economy	4.7	Implement an Urban Growth Strategy to encourage development on high potential future growth areas	2023-2024-2025	Elaine	(95% complete) Community Engagement program, Green House Gas modelling and fiscal impact analysis work is complete. The final tasks entail finalizing the Final Technical Report which is expected 2nd week of October. The report is expected to be presented to Leadership and Council for approval before the end of Q4 of 2023.
Economy	4.8	Create a sustainable Secondary Plan for lands north of Wheeler Blvd. (Vision Lands)	2023	Elaine	(5% complete) Wetland delineation underway. Consultant working on background study. 1st round of public engagement to be completed by Q4 2023. Conceptual plans to follow.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Economy	4.9	Explore additional opportunities related to development charge areas	2023-2024-2025	Elaine	(85% complete) New Development Charge By-law study for the Harrisville Blvd / Shediac Rd sectoral DC, draft Background Study and Draft Amendments to Principles Framework have been received and are under review. Following another round of public consultation, aiming for introduction to Council in Q4 2023.
Economy	4.10	Implement Immigration Strategy 2019-2024	2023-2024	Elaine	A 2023 workplan has been developed and is being implemented. 4-5 jobs fairs are in the 2023 workplan with the most recent job fair having been delivered mid September with over 1,000 job seekers in attendance.
Economy	4.15	Undertake North End Transportation Analysis	2023	Elaine	Consultant currently working on study.
Economy	4.16	Undertake Elmwood/McLaughlin Transportation Analysis	2023	Elaine	Consultant currently working on study.
Governance	5.14	Review Municipal Plan			
Governance	5.14.1	Undertake the Municipal Plan Review	2023-2024-2025	Elaine	Terms of Reference and Work Plan for the Municipal Plan are being worked on and will be presented to Leadership and Council for approval in November. The streamlining of Zoning By-law and updating of design standards work associated with the federal Housing Accelerator Fund program is being combined with the Municipal Plan review work and will benefit from a more comprehensive approach and efficiencies associated with a more integrated approach to community engagement, policy development, and update to development standards and regulations.
Governance	5.2	Implement changes resulting from municipal reform			
Governance	5.2.1	Update the Zoning By-Law and Municipal Plan to reflect new municipal boundaries	2023-2024	Elaine	Complete
Governance	5.12	Review options and best practices related to short-term housing/ accommodation rentals	2023-2024-2025	Elaine	(Ongoing) Review of short term rental regulations in other Canadian jurisdictions is ongoing. Further collaboration required between NB Municipalities and the Province to see if a common ground/Provincial regulation is attainable. As part of Strategic Plan update in 2024, the city may wish to consider addressing this through a Local Governance Reform advocacy action to lobby the province for Provincial regulation in this area before city attempts to regulate short-term rentals.

Service Levels

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022/2023	Target Achieved 2021/2022	Target Achieved 2020/2021	Results / Comments
Economy	Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton	Residential					
		• Single Family Dwelling applications issued within 5 business days.	85%	78%	76%	90%	<ul style="list-style-type: none"> • Average turn around time was 8.79 days for Inspector Review; • 78% achieved target. 17 of 137 were over 11 days. In most cases additional information is required of the developer prior to permit processing being complete. • In April 2023, Service Level turnaround times for Building Inspection were changed and will be reflected in the 2023/2024 Level of Service reporting.
		• Duplex Dwelling applications issued within 5 business days.	85%	22%	71%	97%	<ul style="list-style-type: none"> • Average turn around time was 7.77 days for Inspector Review; • 22% achieved target. 32 of 44 were over 5 days. In most cases additional information is required of the developer prior to permit processing being complete. • In April 2023, Service Level turnaround times for Building Inspection were changed and will be reflected in the 2023/2024 Level of Service reporting.
		• Plumbing applications issued within 5 business days.	85%	98.23%	98.75%	N/A	<ul style="list-style-type: none"> • Average turn around time was 1 day for Inspector Review; 451 permit applications received. • Percentage of compliance: 98.23%. Only 8 permits exceeded the 6 day review period.
		• Fence applications issued within 5 business days.	85%	100%	85%	100%	<ul style="list-style-type: none"> • Deck/Fence(s): 4.23 days • Pools: 4.25 days
		• Accessory Buildings applications issued within 5 business days.	85%	60%	77%	88.75%	<ul style="list-style-type: none"> • Accessory Bldg. - 5.6 days (60% met target)/Deck - 4.23 days 82% met target however, waiting on Engineering documents for more complex construction or revised plans from applicant. 88 Permits were issued, including 10 accessory buildings and 78 decks. Recent legislation changes have excluded many accessory buildings from the building permit process. • Further adjustments required in the tracking system to more precisely track only the time within the department's control and avoid adding the time spent waiting for information beyond the department's control.
		• Property Search completed within 5 business days.	85%	89.60%	92.60%	93%	<ul style="list-style-type: none"> • Average turn around time was 2.76 days • 89.6% achieved targets - 135 applications received
		• Electrical Waiver Search completed within 2 business days.	85%	N/A	N/A	92%	<ul style="list-style-type: none"> • The City of Moncton no longer processes Electrical Waivers

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022/2023	Target Achieved 2021/2022	Target Achieved 2020/2021	Results / Comments
		Commercial					
Economy	Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton	• Multi- Unit Residential Apartment / Condo applications issued within 10 business days.	85%	No	No	No	<ul style="list-style-type: none"> • Further adjustments required in tracking system to more precisely track only time within the department's control to avoid adding time spent waiting for information beyond the department's control. • Average turn around time was 55 days Inspector Review for the 21 projects received. Most cases requiring additional information from the developer prior to permit processing being complete. • Most were issued foundation permits to allow construction while various departments reviewed permit requirements. Additional information is often required from developer prior to permit processing being complete. • All Multiple Units require approval from Planning Advisory Committee. • In April 2023, Service Level turnaround times were changed and will be reflected in the 2023/2024 Service Level reporting.
		• School/Day-Care/Special Care applications issued within 10 business days.	85%	No	No	No	<ul style="list-style-type: none"> • Average turn around time was 33 days Inspector Review. • Further adjustments required in tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • Most were issued foundation permits to allow construction while various departments reviewed the permit requirements. Additional information is often required from developer prior to permit processing being complete.
		• Office applications issued within 10 business days.	85%	N/A	0%	0%	<ul style="list-style-type: none"> • No applications identified.
		• Recreation applications issues within 10 business days.	85%	100%	No	No	<ul style="list-style-type: none"> • Average turn around time was 1 day for Inspector Review. • There was one application filed.

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022/2023	Target Achieved 2021/2022	Target Achieved 2020/2021	Results / Comments
		Commercial					
Economy	Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton	• Retail applications issued within 10 business days.	85%	No	No	No	<ul style="list-style-type: none"> • Average turn around time was 72 days within the department. • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • Most were issued foundation permits to allow construction while the various departments reviewed the permit requirements. • In April 2023, Service Level turnaround times were changed and will be reflected in the 2023/2024 Service Level reporting.
		• Restaurant applications issued within 10 business days.	85%	No	No	Yes	<ul style="list-style-type: none"> • Average turn around 12.2 days Inspector Review. • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • In April 2023, Service Level turnaround times for Building Inspection were changed and will be reflected in the 2023/2024 Service Level reporting.
		• Warehouse applications issued within 10 business days.	85%	No	No	No	<ul style="list-style-type: none"> • Average turn around was 44 days. • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • In April 2023, Service Level turnaround times for Building Inspection were changed and will be reflected in the 2023/2024 Service Level reporting.
		• Manufacturing applications issued within 10 business days.	85%	N/A	No	Yes	<ul style="list-style-type: none"> • No applications identified.
Economy	Safeguard life, property, and public welfare by ensuring compliance with National Building Code, Building and Zoning By-laws in regard to the design, construction, and alteration of buildings and structures for the City of Moncton	• Town/rowhouse applications issued within 10 business days.	85%	56.25%	80%	N/A	<ul style="list-style-type: none"> • Average turn around was 9.55 days. 9 of 16 applications fell outside the 10 business day target. • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • In April 2023, Service Level turnaround times for Building Inspection were changed and will be reflected in the 2023/2024 Service Level reporting.

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	Ensure the City of Moncton is a prosperous community via a diversified economy and a strategy to attract international newcomers / immigrants	• Acknowledge client inquiry within 48 hours.	95%	96%	Yes	Yes	
		• Respond to client needs within 72 hours, depending on complexity of client request.	95%	95%	Yes	Yes	
		• Acknowledge client inquiry within 48 hours.	95%	96%	Yes	Yes	
		• Respond to client needs within 72 hours, depending on complexity of client request.	95%	95%	Yes	Yes	
		• Acknowledge client inquiry within 48 hours.	95%	96%	Yes	Yes	
		• Respond to client needs within 72 hours, depending on complexity of client request.	95%	95%	Yes	Yes	
		• Once all required information received, final decision on application completed within 45 days.	95%	100%	Yes	Yes	• 1 project approved by Council in 2022-23 period.
		• Acknowledge client inquiry within 48 hours.	95%	96%	Yes	Yes	
		• Respond to client needs within 72 hours, depending on complexity of client request.	95%	95%	Yes	Yes	
		• Regular job fairs scheduled throughout the year - every 90 days.	90%	100%	Yes	Yes	• 6 newcomer and international student job fairs delivered during the period. • 50 hires in 2022 and 86 in 2023 for the July 2022-June 2023 period.
		• Acknowledge client inquiry within 48 hours.	95%	96%	Yes	Yes	
		• Respond to client needs within 72 hours, depending on complexity of client request.	95%	95%	Yes	Yes	

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	Implement Heritage Conservation Strategic Plan	• Heritage Permit Applications processed within 4 to 6 weeks.	80%	100%	100%	83.30%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • 100% (32 out of 32) of applications were processed in accordance with desired Service Levels.
		• Grant Applications processed within 4 to 6 weeks.	80%	93.00%	87.50%	87.50%	<ul style="list-style-type: none"> • 93% (13 out of 14) of applications were processed in accordance with desired Service Levels. The average processing time for applications was 2-3 weeks. • Variations in processing times are largely due to when an application is filed relative to the next Heritage Committee Board meeting, which occur monthly.
Economy	Guiding the city's growth and development in a sustainable matter that takes into consideration the city's environmental, social, cultural and economic goals and objectives.	• Municipal Plan is reviewed and updated every 10 years.		Yes	Yes	Yes	<ul style="list-style-type: none"> • The last Municipal Plan review was completed in 2014 and it is expected that the next review will commence in 2024. • The RFP for this document is currently being drafted.
		• Process Service Request Violations within 4 to 6 weeks and achieve approved compliance plan.	80%	10%	10%	20%	<ul style="list-style-type: none"> • Received over 40 Zoning Violation Service Requests between July 1, 2022 and June 30, 2023. • Of those, less than 10% achieved compliance within the 4-6 week turnaround time. • More than 30 service requests are still open as we are still undertaking steps with the property owners to achieve compliance. In September 2023 a Compliance Officer will begin their role to assist with this work load.
		• Zoning Certificates Applications processed within 2 business days.	80%	91%	84%	82%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • 91% (189 out of 208) Zoning Certificates were processed in accordance with approved Service Levels. The average processing time is 0.58 days. • In some instances, Zoning Certificates did not meet expected Service Levels due to public holidays and/or additional background work and research involved with providing Zoning Confirmation.

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	Guiding the city's growth and development in a sustainable matter that takes into consideration the city's environmental, social, cultural and economic goals and objectives.	<ul style="list-style-type: none"> • Conditional Zoning Agreements inspected for compliance within 12 months of development permit approval. 	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • Staff have been monitoring rezoning agreements and resolutions within the 12 month period. The department has shifted towards having Rezoning Agreements undertaken by resolution of Council, which has reduced the amount of Conditional Zoning Agreements moving forward.
		<ul style="list-style-type: none"> • Rezoning Applications processed within 6 months. 	80%	100%	100%	90%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • All applications were processed (approved at Public Hearing) within the 6 month window. • Infor system reporting improvements are being explored to better reflect the rezoning process (i.e. application type, timelines, milestones). • Transition from Conditional Zoning. • Agreements to resolution of Council (where possible) has assisted in streamlining this process.

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	Guiding the city's growth and development in a sustainable matter that takes into consideration the city's environmental, social, cultural and economic goals and objectives.	• Type 1 Tentative Subdivision Applications processed within 2 weeks.	80%	64%	64%	57%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • 64% (40 of 65) Type 1 Subdivision Applications were processed in accordance with approved Service Levels. • The average number of days to process Tentative Subdivision Approval was 15 days. • Type 1 Subdivisions require Council approval, which can extend beyond the 10 work day turnaround. Staff vacation also affects turnaround timelines for a handful of Type 1 Subdivision applications.
		• Type 2 Tentative Subdivision Applications processed within 6 weeks.	80%	0%	27%	57%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • No Type 2 Subdivision applications were processed in accordance with approved Service Levels. • Applications are generally completed within the desired timeframe, however, required updates to inter-department development reviews and revisions are required in the city's information tracking system to accurately reflect application timelines.
		• Planning Advisory Committee (PAC) applications inspected for compliance within 12 months of development permit approval.	90%	100%	100%	100%	<ul style="list-style-type: none"> • 100% of all PAC applications were monitored for compliance. Many files can take multiple years to achieve full compliance (i.e. apartment buildings, multiple buildings etc.) and are reviewed monthly to see what progress has been made.
		• PAC Application-to-Approval processed within 4 to 6 weeks.	80%	100%	67%	86%	<ul style="list-style-type: none"> • Further adjustments required in the tracking system to more precisely track only the time within the department's control to avoid adding the time spent waiting for information beyond the department's control. • Planning Advisory Committee (PAC) Applications were processed in accordance with approved service levels. The average application is processed in 5.7 days. A further review is proposed to accurately reflect the time taken from initial site plan review to the decision of PAC.
		• Development Permit issued within 2 business days.	90%	73%	Yes	Yes	<ul style="list-style-type: none"> • There were 81 of 111 development permit applications of which the zoning approval issued within expected service level as part of building permit turn-around times. • The number of development permits (i.e. accessory buildings) issued has been reduced due to changes in provincial legislation. The average turnaround time was 5.06 days.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	3,343,702	3,273,681	3,222,047	3,242,075	3,249,071	-0.94%
EXPENSES						
LABOUR COSTS	6,032,152	5,047,327	6,211,484	6,476,982	6,345,803	1.73%
NON-LABOUR COSTS	2,550,155	2,673,835	2,969,658	3,232,076	2,295,604	-3.33%
RECOVERY	70,453	79,345	237,895	118,665	119,637	23.27%
TOTAL EXPENSES	8,652,760	7,800,507	9,419,037	9,827,723	8,761,044	0.42%
NET COST	5,309,058	4,526,826	6,196,990	6,585,648	5,511,973	1.27%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Active Transportation - Program Funding</i>	30,000	30,000	30,000
<i>Car Share Program</i>	50,000	50,000	30,000
<i>Electric Mobility Strategy</i>	20,000	0	0
<i>Heritage Grant</i>	10,000	10,000	10,000
<i>Protective Services Organizational Restructuring - Partially Funded by Director Position</i>	(151,872)	(155,007)	(157,867)
<i>New Junior Transportation Engineer</i>	111,816	116,703	123,326
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	216,934	216,934	216,934
<i>Operating Impact - Two Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	13,500	13,500	13,500
<i>Program Funding - Environment</i>	12,000	12,000	12,000

<i>Revenue Matrix</i>	0	0	(6,996)
<i>Review of Municipal Plan</i>	110,000	200,000	0
<i>Two New Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	120,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	542,378	494,130	270,897

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: ENVIRONMENTAL PLANNING & MANAGEMENT	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Active Transportation - Program Funding				
Request Justification:	Expenditures			
An Active Transportation Coordinator was hired in 2023. To implement various operating initiatives, program funding is being added for 2024 and onwards.	Labour Cost	0	0	0
	Non-Labour Cost	30,000	30,000	30,000
	Net	30,000	30,000	30,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: ENVIRONMENTAL PLANNING & MANAGEMENT	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Car Share Program				
Request Justification:	Expenditures			
This request will facilitate CO2 reductions by enabling more car-free households' occasional access to a vehicle (enables otherwise walk/bike/transit lifestyles). The funding will be used to assist in subsidizing the operations of a car share organization. This funding will be provided in the first three years of operation.	Labour Cost	0	0	0
	Non-Labour Cost	50,000	50,000	30,000
	Net	50,000	50,000	30,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: ENVIRONMENTAL PLANNING & MANAGEMENT	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Electric Mobility Strategy				
Request Justification:	Expenditures			
To provide guidance and recommendations for electric mobility in the City, a consultant will be engaged to provide recommendations and best practice approaches for future implementation.	Labour Cost	0	0	0
	Non-Labour Cost	20,000	0	0
	Net	20,000	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: PLANNING & DEVELOPMENT	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: CULTURE				
Request:				
Heritage Grant				
Request Justification:	Expenditures			
Increase in annual budget to help meet high demand for the heritage grant program.	Labour Cost	0	0	0
	Non-Labour Cost	10,000	10,000	10,000
	Net	10,000	10,000	10,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: PROTECTIVE SERVICES ADM	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenue	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Protective Services Organizational Restructuring - Partially Funded by Director Position				
Request Justification:	Expenditures			
Protective Services Organizational Restructuring - Partially Funded by the Building Inspection Director Position that has been vacant for over 3 years.	Labour Cost	24,808	25,357	25,861
	Non-Labour Cost	0	0	0
	Net	24,808	25,357	25,861



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: ENGINEERING	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Junior Transportation Engineer				
Request Justification:	Expenditures			
A new Junior Transportation Engineer will be hired to provide support for the Engineering and Transportation service areas to maintain required service.	Labour Cost	111,816	116,703	123,326
	Non-Labour Cost	0	0	0
	Net	111,816	116,703	123,326

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	(216,934)	(216,934)	(216,934)
Strategic Plan: GOVERNANCE				
Request:				
Berry Mills Snow Contract Termination				
Operating Impact – Berry Mills Snow Contract Termination				
Request Justification:	Expenditures			
Berry Mills Termination Impact -Plow Truck	Labour Cost			
Berry Mills Termination Impact - Revenue loss (NBDTI)	Non- Labour Cost			
Berry Mills Termination Impact - Current Cost of Miller Contract - Reduction	Street/Snow Maintenance	(451,375)	(451,375)	(451,375)
Berry Mills Termination Impact -Purchase of Large Slide in Sanders	Equipment Cost	480,000		
Annual operating costs related to the Plow Truck and Large Slide in Sanders	Equipment Rental – Internal	110,000	110,000	110,000
	Net	355,559	(124,441)	(124,441)



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: BUILDING INSPECTION	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Two new Electric Vehicles – Bylaw Compliance & Plumbing				
Operating Impact – Two Electric Vehicles – Bylaw Compliance & Plumbing Inspection				
Request Justification:	Expenditures			
Two electric vehicles are being purchased for the new By-Law Compliance officer (hired in 2023) and one for a Plumbing Inspector.	Labour Cost	(8,500)	(8,500)	(8,500)
	Non-Labour Cost			
The budget request reflects the cost of the purchase and the annual operating costs. Some offset funding is derived from elimination of a vehicle allowance being discontinued for the Plumbing inspector.	Equipment Cost	120,000		
	Equipment Rental - Internal	22,000	22,000	22,000
	Net	133,500	13,500	13,500



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: ENVIRONMENTAL PLANNING & MANAGEMENT	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Program Funding - Environment				
Request Justification:	Expenditures			
Operational program funding is being established to provide sufficient funds for various environmental initiatives and events during the year.	Labour Cost	0	0	0
	Non- Labour Cost	12,000	12,000	12,000
	Net	12,000	12,000	12,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CITYWIDE	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: REVENUE PRODUCING	By-Law	1,000	1,000	1,000
Strategic Plan: ECONOMY	Codiac	0	0	50,000
Request:	Coliseum	0	0	16,636
Revenue Matrix	Sport Fields	6,000	6,000	11,000
	Urban Planning	0	0	6,996
	Water and Wastewater- Misc	13,620	13,620	13,620
	Magnetic Hill Zoo	161,911	323,822	323,822
Request Justification:				
Various areas are anticipating implementing Fees & Rate increases that are outlined in the Revenue Matrix (Fees & Rate Schedule) which was discussed at the Committee of the Whole Meeting on September 25, 2023.				
	Net	(182,531)	(344,442)	(423,074)



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: PLANNING & DEVELOPMENT	Revenues			
Priority: LEGAL	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Review of Municipal Plan				
Request Justification:	Expenditures			
The Legislative requirement under the Community Planning Act is to review and update the Municipal Plan every 10 years. The process is commenced in 2023 with existing budget in 2023 and will be completed in 2025.	Labour Cost	0	0	0
	Non-Labour Cost	110,000	200,000	0
	Net	110,000	200,000	0

Service Area Budget – Responsibilities

BUILDING INSPECTION

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	2,263,500	2,193,278	2,263,500	2,266,000	2,266,000	0.04%
EXPENSES						
LABOUR COSTS	1,847,981	1,626,782	1,777,628	1,822,961	1,912,292	1.16%
NON-LABOUR COSTS	132,375	145,853	145,987	170,643	170,799	9.68%
RECOVERY	0	0	142,000	22,000	22,000	0.00%
TOTAL EXPENSES	1,980,356	1,772,635	2,065,615	2,015,604	2,105,091	2.10%
NET COST	(283,144)	(420,643)	(197,885)	(250,396)	(160,909)	-14.39%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	(151,872)	(155,007)	(157,867)
<i>Operating Impact - Two Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	13,500	13,500	13,500
<i>Two New Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	120,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	(18,372)	(141,507)	(144,367)

ECONOMIC DEVELOPMENT & IMMIGRATION

REVENUES

TOTAL REVENUES

EXPENSES

LABOUR COSTS

NON-LABOUR COSTS

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
LABOUR COSTS	795,888	657,207	813,663	831,904	850,803	2.30%
NON-LABOUR COSTS	1,825,095	1,833,305	2,062,324	2,221,370	1,554,322	-4.95%
TOTAL EXPENSES	2,620,983	2,490,512	2,875,987	3,053,274	2,405,125	-2.75%
NET COST	2,620,983	2,490,512	2,875,987	3,053,274	2,405,125	-2.75%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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ENGINEERING

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	745,538	813,852	582,479	581,979	581,979	-7.31%
EXPENSES						
LABOUR COSTS	2,239,959	1,467,390	2,222,718	2,389,592	2,105,245	-2.00%
NON-LABOUR COSTS	268,629	220,169	225,841	236,072	236,396	-4.00%
RECOVERY	70,453	79,345	95,895	96,665	97,637	12.86%
TOTAL EXPENSES	2,579,041	1,766,904	2,544,454	2,722,329	2,439,278	-1.81%
NET COST	1,833,503	953,052	1,961,975	2,140,350	1,857,299	0.43%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>New Junior Transportation Engineer</i>	111,816	116,703	123,326
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	216,934	216,934	216,934
TOTAL NET COSTS INCLUDED IN BUDGET	328,750	333,637	340,260

ENVIRONMENTAL MANAGEMENT

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	2,744	234,832	238,875	244,933	253,420	3045.14%
NON-LABOUR COSTS	0	123,580	202,235	182,057	162,057	0.00%
TOTAL EXPENSES	2,744	358,412	441,110	426,990	415,477	5013.76%
NET COST	2,744	358,412	441,110	426,990	415,477	5,013.76%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Active Transportation - Program Funding</i>	30,000	30,000	30,000
<i>Car Share Program</i>	50,000	50,000	30,000
<i>Consultant contract: Electric mobility strategy</i>	20,000	0	0
<i>Program Funding - Environment</i>	12,000	12,000	12,000
TOTAL NET COSTS INCLUDED IN BUDGET	112,000	92,000	72,000

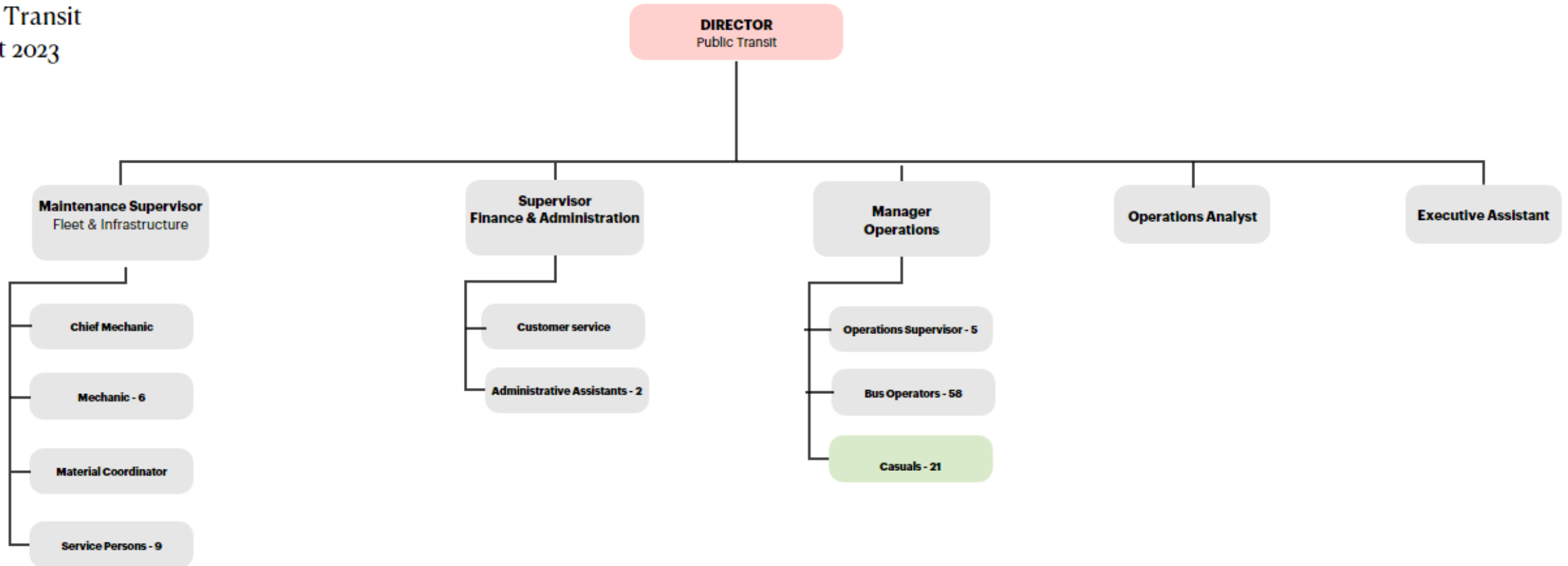
PLANNING & DEVELOPMENT

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	334,664	266,551	376,068	394,096	401,092	6.62%
EXPENSES						
LABOUR COSTS	1,145,580	1,061,116	1,158,600	1,187,592	1,224,043	2.28%
NON-LABOUR COSTS	324,056	350,928	333,271	421,934	172,030	-15.64%
TOTAL EXPENSES	1,469,636	1,412,044	1,491,871	1,609,526	1,396,073	-1.67%
NET COST	1,134,972	1,145,493	1,115,803	1,215,430	994,981	-4.11%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Heritage Grant</i>	10,000	10,000	10,000
<i>Revenue Matrix</i>	0	0	(6,996)
<i>Review of Municipal Plan</i>	110,000	200,000	0
TOTAL NET COSTS INCLUDED IN BUDGET	120,000	210,000	3,004

Codiac Transpo

Organizational Chart



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide public transit services for the tri-community region, in line with the approved operating budget.
- To work with Public Transit Governance Committee who provide oversight through elected representatives from the tri-communities.
- To provide a safe, dependable, and professional transit service for everyone in the tri-community.
- To support the economy, environment, and safety and security goals of the City's Strategic Plan.

Service Area Description

- Enables citizens access to employment, education, and essential services.
- Investments support efforts to reduce greenhouse gas emissions and mitigate climate change.
- Operates a fleet of thirty-seven buses serving nineteen tri-community bus routes from 140 Millennium Blvd.
- Undertakes projects including infrastructure, technology investments and zero emission fleet replacement planning.

Service Area Goals

- Codiac Transpo is committed to providing a safe, reliable, and professional transit service to everyone in the tri-community.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
SUSTAINABLE GROWTH & DEVELOPMENT												
BUILDING INSPECTION	18.0	18.0	(1.0)	17.0	-	-	-	-	-	-	-	-
PLANNING & DEVELOPMENT	10.0	10.0	-	10.0	-	-	-	-	-	-	-	-
ECONOMIC DEVELOPMENT & IMMIGRATION	7.0	7.0	-	7.0	-	-	-	-	-	-	-	-
ENGINEERING ADMIN	32.0	31.0	1.0	32.0	254	254	-	254	15,040	15,040	-	15,040
ENVIRONMENTAL PLANNING & MANAGEMENT	2.0	2.0	-	2.0	-	-	-	-	-	-	-	-
CODIAC TRANSPO	89.0	89.0	5.0	94.0	17,683	17,683	-	17,683	-	-	-	-
TOTAL	158.0	157.0	5.0	162.0	17,937	17,937	-	17,937	15,040	15,040	-	15,040

Service Levels

Pillar	Department Goal	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Social	Codiac Transpo is committed to providing a safe, reliable and professional transit service to everyone in the tri-community	<ul style="list-style-type: none"> • Arrive at destination within 3 minutes of scheduled arrival time • Target: 85% of the time 	Yes	Yes (87)	Yes (88%)	<ul style="list-style-type: none"> • Target Achieved. Measured 32,677 trips to determine average. 95.4% within 3 minutes of schedule time.
		<ul style="list-style-type: none"> • Increase ridership by 2% annually 	Yes	No	No (51%)	<ul style="list-style-type: none"> • Target Achieved. Cash fares increased 53% compared to same reporting period prior year.
		<ul style="list-style-type: none"> • Increase bus pass purchases by 2% annually (through 19 retail outlets and mobile app) 	Yes	No	No (21%)	<ul style="list-style-type: none"> * Target Achieved. Bus Pass sales increased 67% compared to same reporting period prior year.
		<ul style="list-style-type: none"> • Respond to citizen inquiries within 36 hours of receipt • Target: 90% of the time 	Yes	Yes	Yes (94%)	Target achieved. 511 follow up requests, 94.7% completed in 3 days or less.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	4,709,209	5,612,506	5,784,036	6,021,934	6,201,595	10.56%
EXPENSES						
LABOUR COSTS	8,618,922	8,131,485	9,238,276	9,460,070	9,541,978	3.57%
NON-LABOUR COSTS	5,012,372	5,097,308	5,843,162	6,275,518	6,287,048	8.48%
RECOVERY	60,912	60,912	97,017	97,797	98,782	20.72%
TOTAL EXPENSES	13,692,206	13,289,705	15,178,455	15,833,385	15,927,808	5.44%
NET COST	8,982,997	7,677,199	9,394,419	9,811,451	9,726,213	2.76%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>1 FTE - Operations Supervisor</i>	0	0	0
<i>Codiac Transpo Service Extension</i>	237,759	448,043	448,043
<i>New Mechanic - Codiac Transit Growth</i>	101,086	103,974	103,974
<i>Revenue Matrix</i>	0	0	(50,000)
TOTAL NET COSTS INCLUDED IN BUDGET	338,845	552,017	502,017

Level 2 & 3



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: CODIAC TRANSPO	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
1 FTE - Operations Supervisor				
Request Justification:	Expenditures			
<p>There are insufficient Supervisors to cover vacation absences, impacting approximately 22 weeks annually. Supervisors provide critical tasks including supervision of approximately 80 bus operators, address farebox and fleet technology issues, coordinate unexpected detours, assign daily bus operator shifts, address passenger feedback, social disorder issues, attend all operator incidents and collisions, provide reports, assist maintenance staff, etc.</p> <p>This request is self-funded by reducing the Media Advertising budget.</p>	Labour Cost	95,978	100,170	105,900
	Non-Labour Cost	(95,978)	(100,170)	(105,900)
	Net	0	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: CODIAC TRANSPO	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	145,000	290,000	290,000
Strategic Plan: ECONOMY				
Request:				
Codiac Transpo Service Extension				
Request Justification:	Expenditures			
With the current growth in population and ridership (especially newcomers to Canada and students), there is a demand for enhanced service from Codiac Transpo. Three major routes are being targeted to provide more service. These routes include Route #51 (Mountain Road/Magnetic Hill), Route #61 (Elmwood Drive) and Route #64 (Hospitals).	Labour Cost	137,184	256,893	256,893
	Non- Labour Cost			
	Gas, Oil & Diesel	107,010	214,020	214,020
	Vehicle Maintenance	128,565	257,130	257,130
	Grant- Affordable Transit	10,000	10,000	10,000
	Net	237,759	448,043	448,043



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: SUSTAINABLE GROWTH & DEVELOPMENTS	Description	2024	2025	2026
Responsibility: CODIAC TRANSPO	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
New Mechanic – Codiac Transit Growth				
Request Justification:	Expenditures			
With the continued mechanical requirements (preventative and reactive maintenance) of the transit fleet, the future growth of the service and current age of the fleet, an additional mechanic is required for Codiac Transpo.	Labour Cost	101,086	103,974	103,974
	Non-Labour Cost	0	0	0
	Net	101,086	103,974	103,974



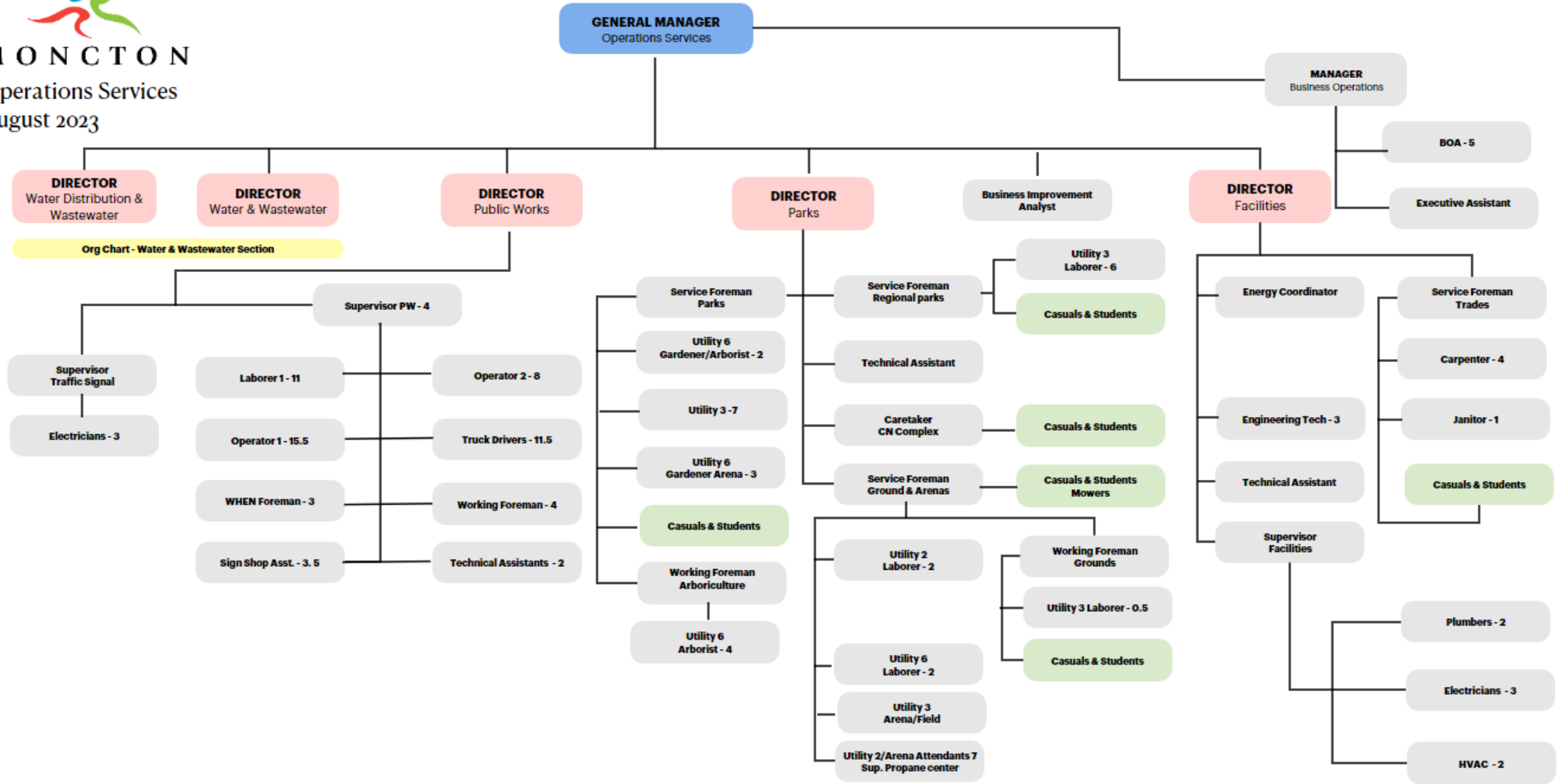
MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CITYWIDE	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: REVENUE PRODUCING	By-Law	1,000	1,000	1,000
Strategic Plan: ECONOMY	Codiac	0	0	50,000
Request:	Coliseum	0	0	16,636
Revenue Matrix	Sport Fields	6,000	6,000	11,000
	Urban Planning	0	0	6,996
	Water and Wastewater- Misc	13,620	13,620	13,620
	Magnetic Hill Zoo	161,911	323,822	323,822
Request Justification:				
Various areas are anticipating implementing Fees & Rate increases that are outlined in the Revenue Matrix (Fees & Rate Schedule) which was discussed at the Committee of the Whole Meeting on September 25, 2023.				
	Net		(182,531)	(344,442)

Operations

Organizational Chart



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide roadways users convenient and safe access to roads, as well as safe and functional sidewalks.
- To provide waste producers curbside collection of solid waste, including residual and organic waste.
- To plan, design, maintain and construct City facilities.
- To manage facility construction projects and city-wide programs; to manage assets.
- To provide municipal services contributing to an improved quality of life for citizens, fostering wellness and healthy living through the provision of recreational and athletic facilities, parks, trails, green spaces, and urban forestry.

Service Area Description

Public Works

- Maintains and repairs roads, (pothole remediation, asphalt patching, manhole repair), sidewalks and curbs, snow and ice control, street and downtown sidewalk sweeping, storm water management, street lighting, and traffic control (signs, lane marking, traffic signals).

Facilities

- Plans, designs, and constructs City facilities in a safe and efficient manner and completing projects on time and on budget.
- Operates and maintains City facilities day-to-day, ensuring the safety and security of City employees, the public and assets.

Parks

- Manages, operates, and maintains the City's parks, recreation facilities, grounds, trails, and forestry including tree planting and preservation.

Operations Centre Administration

- Provides administrative service support to the operations group.

Service Area Goals

- To contribute to the quality of life for the citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces, planting, and preservation.
- To provide the public with safe access to roads for the transport of people, goods, and services.
- To provide the public with safe access to sidewalks.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
OPERATIONS												
OPERATIONS ADMIN.	2.0	2.0	-	2.0	-	-	-	-	-	-	-	-
OPS. CENTRE - ADMINISTRATION	6.0	7.0	-	7.0	680	680	-	680	623	623	-	623
PUBLIC WORKS	67.5	67.5	3.5	71.0	2,080	-	-	-	2,880	2,880	-	2,880
MUNICIPAL FACILITIES	21.0	20.0	-	20.0	-	-	-	-	1,920	1,920	(1,413)	507
PARKS	42.5	43.5	0.5	44.0	-	1,040	(1,040)	-	30,859	30,859	-	30,859
TOTAL	139.0	140.0	4.0	144.0	2,760	1,720	(1,040)	680	36,282	36,282	(1,413)	34,869

Service Levels

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/Comments
Culture	To contribute to improving the quality of life for the citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces planting and preservation.	<ul style="list-style-type: none"> Class A Parks Fields and Municipal Facilities: Mowing season commencing at start of turf growth, which is generally the first or second week of May, and continuing until approximately Thanksgiving. When turf is actively growing, the frequency shall be a minimum of once weekly or more as required ensuring the rule of 1/3 blade leaf removal. 	95%	No	Yes	100%	<ul style="list-style-type: none"> 2023 has been very difficult year for mowing as very wet & rainy in May/June.
		<ul style="list-style-type: none"> Class B Parks and Fields: Mowing per season commencing at start of turf growth, which is generally the first or second week of May, and continuing until Thanksgiving. When turf is actively growing, the frequency shall be a minimum of once weekly. 	95%	No	Yes	Yes	<ul style="list-style-type: none"> 2023 has been very difficult year for mowing as very wet & rainy in May/June.
		<ul style="list-style-type: none"> Class C Parks Fields and Boulevards: Mowing per season commencing at start of turf growth, which is generally the first or second week of May, and continuing until Thanksgiving. When turf is actively growing, the frequency shall be a minimum of once bi-weekly. 	95%	No	No	Yes	<ul style="list-style-type: none"> 2023 has been very difficult year for mowing as very wet & rainy in May/June.
		<ul style="list-style-type: none"> Number of days where all athletic field are available for booking (non-weather related and not a reconstruction; based on acceptable level of service for the user groups). 		N/A	Yes	Yes	<ul style="list-style-type: none"> Information not available for 2022/2023 due to new system and unable to retrieve. Fields were unavailable due to weather related conditions for record number of days summer in 2023.
		<ul style="list-style-type: none"> Removal of annuals prior to snow fall. 	95%	Yes	Yes	100%	
		<ul style="list-style-type: none"> Floral displays planted after final frost. 	95%	Yes	Yes	No	
		<ul style="list-style-type: none"> Flower pots and planters in the Business Improvement Area kept healthy and in good condition as long as possible and removed once aesthetics of the plants are compromised. 	95%	Yes	Yes	100%	
		<ul style="list-style-type: none"> Flower pots and planters installed in the Business Improvement Area by the last week in June annually. 	95%	Yes	No	100%	

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/Comments
Culture	To contribute to improving the quality of life for the citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces planting and preservation.	• All floral beds maintained to be 80% weed free for the growing season.	95%	Yes	Yes	Yes	
		• All shrub and perennial displays to be mulched and edged once per season and weeded minimum of 3 times per season.	95%	Yes	Yes	Yes	
		• All shrub and perennial displays are pruned (shrubs) or divided (perennials) a minimum of once every 3 seasons.	95%	No	Yes	No	
		• All Surfaced Trails /Footpaths inspected annually with repairs and pruning done as required.	95%	Yes	Yes	Yes	• 79 km of trails inspected in spring and fall for pruning and repairs needed.
		• Class A Parks, Fields and Municipal Facilities: Waste collection shall be twice weekly during the summer season or more as required.	95%	Yes	Yes	Yes	
		• Class B Parks, Fields and Municipal Facilities: Waste collection will be a minimum of once weekly or more as required.	95%	Yes	Yes	Yes	
		• Class C Parks, Fields and Municipal Facilities: Waste collection will be a minimum of once every 2 weeks or more as required.	95%	Yes	Yes	Yes	
		• Annual: A thorough visual inspection of all nuts, bolts, welds, surfaces, safety sand surfaces and attachment points will be performed annually and recorded. Physical testing of moving parts will be conducted. Any deficits or defects will be scheduled by priority.	95%	Yes	Yes	Yes	
		• Monthly – A detailed visual inspection will be performed monthly on all moving parts and recorded.	95%	Yes	Yes	Yes	
		• Weekly – A general visual inspection will be performed to identify obvious defects or emerging problems.	95%	Yes	Yes	Yes	• Inspection by mowing crews.

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/Comments
Culture	To contribute to improving the quality of life for the citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces planting and preservation.	• All floral beds maintained to be 80% weed free for the growing season.	95%	Yes	Yes	Yes	
		• Protective Surface Maintenance: Safety sand areas shall be kept level and to appropriate depth as per Canadian Standards Association standards and shall be maintained 80% free of weeds. Tilling will be done on an annual basis for all play sand areas.	95%	Yes	Yes	100%	• Tilling is ongoing until the end of summer.
		• All level 1 areas are to be cleared within a 24 hour period.	90%	Yes	No	Yes	
		• All level 2 priorities will be cleared within 48 hours.	90%	Yes	Yes	Yes	
		• All level 3 priorities will be cleared within 72 hours.	90%	Yes	Yes	Yes	
		• Following snow event: All level 1 priority areas are to be sanded/salted within a 24 hour period.	95%	Yes	No	Yes	
		• Following snow event: All 2 priority areas will be sanded/salted within 48 hours.	95%	Yes	Yes	Yes	
		• Following snow event: All level 3 priority areas will be sanded/salted within 72 hours.	95%	Yes	Yes	Yes	
		• Refrigerated Ice surface in operation 100 days per season.	90%	Yes	92%	73%	• Oval was open for a total of 112 days. Mainly closed during day in March but open for evening skating.

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/Comments
Culture	To contribute to improving the quality of life for the citizens of Moncton with recreational and athletic facilities that foster wellness and healthy living, and invest in parks, trails and green spaces planting and preservation.	• Natural Ice Surface in operation 50 days per season.	90%	20%	60%	24%	• Approximately 10 days in operation due to poor weather conditions - could not get ice to freeze.
		• Ski trail open 51 days a season.	90%	No	No	Yes	• Ski trails open 40-45 days due to winter conditions.
		• All non emergency requests for tree work or inspections shall be inspected and client shall be contacted within a maximum 5 working days.	90%	No	7 days	5.28 days	• 19 days average response time (tree inspections, pruning and removals).
		• All trees planted during optimal planting season with a mortality rate of less than 6% during warranty period.	90%	No	Yes	Yes	• Spring of 2022 we had a contractor plant 308 trees - 40 needed to be replanted. Mortality Rate 13% for 2022 planting.
		• Maintain street canopy at 14 feet of clearance.	On Demand	Data not available	Data not available	Data not available	• Laser data collection completed. • Analysis underway to develop work plan. • Work is mainly performed "on demand".
		• Maintain sidewalk canopy at 8 feet of clearance.	On Demand	Data not available	Data not available	Data not available	• Many kms sidewalk clearance issues completed due to PW service request for sidewalk clearance for winter clearing operations.
		• Stump removed within 30 days of tree removal.	90%	No	No	No	• 2021/22 had 59 stumps leftover to be removed, of which all were all completed by a contractor. • Total of 48 newly reported stumps 20 remaining to be removed in 2023

Pillars	Goals	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Class I- Freeway (e.g. Wheeler Blvd.) <ul style="list-style-type: none"> • Plowing commences at 2cm accumulation; • One complete pass of road to be completed within 2-3 hours of snow event starting; • Final plowing to be completed within 2-3 hours after the cessation snow event; • Upon plowing being completed, after the snow event, road surface will be mostly bare and dry or wet. 	Yes	Yes	Yes	Contractor responded to 30 events, averaging 6h18m in duration.
		Class II- Arterials (e.g. Mountain Rd.) <ul style="list-style-type: none"> • Plowing commences after 2cm accumulation; • One complete pass of road to be completed within 6-8 hours of snow event starting; • Final plowing to be completed within 6-8 hours after the cessation snow event; • Upon plowing being completed, after the snow event, road surface will be mostly bare and dry or wet. 	Yes	Yes	Yes	Plowing activities along arterials began within 2 hours and continued until complete.
		Class III- Collectors (e.g. Evergreen Dr.) <ul style="list-style-type: none"> • Plowing commences after 2-8cm accumulation; • One complete pass of road to be completed within 8 hours of snow event starting; • Final plowing to be completed within 8 hours after the cessation snow event; • Upon plowing being completed after the snow event road will be partially covered with two wheels of a vehicle on a bare surface and other wheels likely on snow pack, loose snow or ice. 	Yes	Yes	Yes	First pass of snow clearing activities complete within 6 hours of event start and continued through event until complete.
		Class IV- Local Streets (e.g. Douglas Ave.) <ul style="list-style-type: none"> • Plowing commences after 8cm accumulation; • One complete pass of road to be completed within 8 hours of starting; • Final plowing to be completed within 8 hours after the cessation snow event; • Upon plowing being completed after the snow event road is safe and passable. 	Yes	Yes	Yes	Contractors activated 24 times during the season.

Pillars	Goals	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Class I- Freeway (e.g. Wheeler Blvd.) & Class II- Arterials (e.g. Mountain Rd.) <ul style="list-style-type: none"> Salting and/or sanding shall commence when snow or ice starts to accumulate on the traveled portion of the roadway, causing slippery driving conditions. Method shall be used to maintain roads to a bare pavement condition, until such actions become ineffective due to temperature, severity of the storm, or other conditions. One complete pass of road salting / sanding should be completed within 2-3 hours of starting salting / sanding operations. Direct Liquid Application (DLA) to be applied when temperatures -7C and rising prior to winter storm event. 	Yes	Yes	Yes	First pass of Class I & II Roadways completed within 2 hours. Subsequent passes may be required depending on weather conditions and rate of salt application. Subsequent passes may be required depending on weather conditions and rate of salt application. *Based on weather events requiring only salt/sand, independent of plowing activities.
		Class III- Collectors (e.g. Evergreen Dr.) <ul style="list-style-type: none"> Salting and/or sanding shall commence once Class II roads have been maintained and when snow accumulations on traveled portion of the roadway are < 5cm. One complete pass of road salting should be completed within 2-3 hrs. of starting salting / sanding operations. Salting and/or sanding shall restart after plowing of has been completed with a service level that road is partly covered with two wheels of a vehicle on a bare surface and other wheels likely on snow pack, loose snow or ice. Direct Liquid Application (DLA) to be applied when temperatures -7C and rising prior to winter storm event. 	Yes	Yes	Yes	First pass of Class III & IV Roadways completed within 3 hours of Salting Operations. Subsequent passes may be required depending on weather conditions and rate of salt application. * Based on weather events requiring only Salt/Sand, independent of Plowing activities.
		Class IV- Local Streets (e.g. Douglas Ave.) <ul style="list-style-type: none"> Service level is safe and passable with one complete pass of road salting / sanding to be completed within 10-14 hrs. after cessation of snow event; Direct Liquid Application (DLA) to be applied when temperatures -7C and rising prior to winter storm event and road conditions are bare. 	Yes	Yes	Yes	2 applications of DLA. Locals streets salting completed within 14 hours on average.
Social	To provide the public with safe access to sidewalks.	Priority 1 <ul style="list-style-type: none"> Sidewalks include both sides of arterials (e.g. Mountain Rd.), on side of collectors (e.g. Evergreen), on side of the downtown core streets (with the exception of Main St. and St. George St. which are cleared on both sides) and sidewalks adjacent to schools and hospitals and some bus routes. Initial plowing round takes up to 24hr. to complete. Depending on level of accumulation, subsequent rounds may be required. Salt/Sand mixture appropriate to conditions. 	Yes	No	Yes	99.87% of Priority 1 sidewalks cleared within 24 hours.
		Priority 2 <ul style="list-style-type: none"> Sidewalk would include the remaining downtown sidewalks on the Sidewalk Snow Plow Plan, the other side of collectors, bus routes and other sidewalks on busy streets. Initial plowing round takes up to 48 hrs. to complete. Depending on level of accumulation, subsequent rounds may be required. Salt/Sand mixture appropriate to conditions. 	Yes	No	Yes	99.65% of Priority 2 sidewalks cleared within 24 hours.
		Priority 3 <ul style="list-style-type: none"> Sidewalks would include the remainder of the sidewalks on the Sidewalk Snow Plow Plan. These are mostly in residential areas and provide a walking corridor for citizens. Initial plowing round takes up to 5 days to complete. Depending on level of accumulation, subsequent rounds maybe required. Salt/Sand mixture appropriate to conditions. 	Yes	No	Yes	99.75% of Priority 3 Sidewalks cleared within 5 days.

Pillars	Goals	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Priority 1 - (mid – June completion) • Crosswalks around schools	No	No	No	Schools not completed by end of June 2023.
		Priority 1 - (mid – June completion) • Both hospitals	No	No	Yes	Hospitals not completed by end of June 2023.
		Priority 1 - (mid – June completion) • High traffic areas.	No	Yes	Yes	High traffic areas incomplete as of June 30, 2023.
		Priority 1 - (mid – June completion) • Lane pre-markings. • Main streets – yellow centre lane & white broken lane markings	No	Yes	Yes	Lane pre-marking complete as of May 23, 2023.
		Priority 2 - (late June – August) • Crosswalks – residential areas. • Lane markings on secondary streets (both yellow centre line & white broken) • Directional arrows (areas not clearly visible to be completed first) • Bike lane lines, edge lines & push lines	Yes	Yes	No	2023 Comments: 83.7% of crosswalks completed by August 2022. 100% of yellow lines by July 2022, 100% of white lines complete by August 2022. 99.8% of directional arrows complete by October 2022
		Priority 3 - (June – July) • Metered parking within the downtown core. • Metered parking around the hospitals. • On street parking stalls • City owned parking lots and facilities.	No	No	Yes	Metered parking in the downtown core completed. All other areas incomplete as of the end of July 2022.
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	Priority 4 - (End of July) • Trail markings • City owned parking lots and facilities.	No	Yes	Yes	Trail markings included as part of crosswalk count. Refer to Priority 2 listed above.
		Priority 5 - (End of September) • Bike symbols, sharrows, & diamonds.	Yes	Yes	No	Directional arrows and Bike symbols completed as of September 15, 2022.

Pillars	Goals	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	<p>Frequency Cycle</p> <ul style="list-style-type: none"> • Main Street – Vaughan Harvey to Dieppe limits – once per week (Sunday night). • Downtown streets between Queen/Gordon Street and Assumption Blvd – once per week. • All streets that are considered priority streets such as arterials and collectors – once per month. • All residential streets – twice to three times per year Second pass. 	Yes	Yes	Yes	Sweeping schedule maintained and levels of service met. As of June 27, 2023, all priority streets complete.
		<p>Priority Cycle</p> <ul style="list-style-type: none"> • Arterial streets and streets with bike lanes – starting by the end of April (weather dependent) - 3 sweepers on day shift, 2 sweepers on night shift– 2 passes- anticipated completion the end of May. • Remainder of streets (including residential), to begin the end of May (arterials to be maintained by 2 night shift sweepers and residential to be started by 3 day shift sweepers), anticipated completion the end of June. • City wide maintenance to begin end of June – 1 or 2 sweepers on day and night shift (as required)– following the Frequency Cycle stated above, to be repeated until leaf season begins • Leaf Season begins end of September – 3 sweepers on day shift and 2 sweepers on night shift – areas designated. 	Yes	Yes	Yes	Priority streets completed by June 27, 2023. Residential streets swept twice by August 31, 2022..
Economy	To provide the public with safe access to roads for the transport of people, goods and services.	<p>Priority Cycle</p> <p>Winter:</p> <ul style="list-style-type: none"> • Class II- Arterials (e.g. Mountain Rd.)C • Class III - Collectors (e.g. Evergreen Dr.) • Class IV- Local Streets (e.g. Douglas Ave.) • Repaired as required with cold patch asphalt or recycled material <p>Summer:</p> <ul style="list-style-type: none"> • Class II- Arterials (e.g. Mountain Rd.) • Class III - Collectors (e.g. Evergreen Dr.) - Work to begin once asphalt manufacturing plants have opened. All repair work completed by June 25th. • Class IV- Local Streets (e.g. Douglas Ave.) - Work to begin once asphalt manufacturing plants have opened and all Class II and III roadway repairs are completed. All repair work completed by July 24th. <p>Note: Class I - Class I- Freeway (e.g. Wheeler Blvd.) are included in agreements with the Province of NB under the Department of Transportation and Infrastructure</p>	No	No	No	Winter Asphalt Repairs underway from December 2022 to April 2023. Repairs completed on priority streets prior to June 25th. Target date based on Patching Tender(s) end date. Contractor(s) tonnage placement did not meet June 25, 2023 deadline due to poor weather conditions.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	98,000	98,000	106,000	106,000	106,000	2.72%
EXPENSES						
LABOUR COSTS	11,299,304	11,303,676	12,359,944	12,628,872	13,011,022	5.05%
NON-LABOUR COSTS	25,854,108	26,241,642	26,395,438	26,704,760	26,811,874	1.23%
RECOVERY	4,014,896	4,014,896	5,521,864	4,701,571	4,735,099	5.98%
TOTAL EXPENSES	41,168,308	41,560,214	44,277,246	44,035,203	44,557,995	2.74%
NET COST	41,070,308	41,462,214	44,171,246	43,929,203	44,451,995	2.74%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>1 FTE - Sidewalk Operations</i>	61,832	63,595	65,234
<i>Conversion of Catch Basin Cleaner to Combination Truck</i>	54,000	0	0
<i>Convert Student Painting Funding to Contract Painting</i>	0	0	0
<i>Impact of Berry Mills Snow Contract Termination</i>	480,000	0	0
<i>Increase BYOD amount from \$30 to \$50</i>	11,520	11,520	11,520
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	(341,375)	(341,375)	(341,375)
<i>Operating Impact - Combination Truck</i>	5,000	5,000	5,000
<i>Operating Impact - Purchase of Mini Loader</i>	40,750	40,750	40,750
<i>Operating Impact - Purchase of Truck for Sign Shop</i>	20,000	20,000	20,000
<i>Purchase of Colpron Trailer</i>	35,000	0	0
<i>Purchase of Colpron Trailer - Operating Cost</i>	8,000	8,000	8,000
<i>Purchase of Mini Loader for Sidewalk Operations</i>	180,000	0	0
<i>Purchase of Truck for Sign Shop</i>	100,000	0	0
<i>Repair of the Salt Dome</i>	25,000	25,000	25,000
<i>Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic</i>	248,307	255,432	262,275
<i>Year-Round Downtown Clean-Up DMCI Funding</i>	300,000	360,000	360,000
TOTAL NET COSTS INCLUDED IN BUDGET	1,228,034	447,922	456,404

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
1 FTE – Sidewalk Operations				
Purchase of Mini Loader for Sidewalk Operations				
Operating Impact – Purchase of Mini Loader				
Request Justification:	Expenditures			
<p>To allow for growth and balancing of demand of service, the request will be for a trackless unit – mini loader and an operator. A mini loader will be given shorter routes and higher cycle time.</p> <p>Addition of 1 permanent employee that is partially funded by an existing casual position in Parks. The intention is for this employee to work in Public Works half of the year and Parks the other half.</p> <p>The cost of a mini loader is \$180,000 along with annual operating costs of \$40,750.</p> <p>This request impacts Public Works and Parks.</p>	Labour Cost	61,832	63,595	65,234
	Non-Labour Cost			
	Equipment Cost	180,000		
	Equipment Rental-Internal	40,750	40,750	40,750
	Net	282,582	104,345	105,984



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: PUBLIC WORKS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Conversion of Catch Basin Cleaner to Combination Truck				
Operating Impact – Combination Truck				
Request Justification:	Expenditures			
To allow for more versatility with the new Catch Basin Cleaner being purchased, the hose reel accessory will allow for more effective clearing of blocked culverts and storm mains while the cleaning crew has mobilized to perform annual cleaning of the storm sewer assets. \$54K for unit and \$5K per year operating costs.	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	54,000	0	0
	Equipment Rental-Internal	5,000	5,000	5,000
	Net	59,000	5,000	5,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: FACILITIES	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Convert Student Painting Funding to Contract Painting				
Request Justification:	Expenditures			
To allow for professional painting in a timely manner as required during the year. To achieve this task, funds have been transferred from student wages to contract costs.	Labour Cost	(27,454)	(27,454)	(27,454)
	Non-Labour Cost	27,454	27,454	27,454
	Net	0	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	(216,934)	(216,934)	(216,934)
Strategic Plan: GOVERNANCE				
Request:				
Impact of Berry Mills Snow Contract Termination				
Operating Impact – Berry Mills Snow Contract Termination				
Request Justification:	Expenditures			
Berry Mills Termination Impact - Plow Truck	Labour Cost	0	0	0
Berry Mills Termination Impact - Revenue loss (NBDTI)	Non-Labour Cost			
Berry Mills Termination Impact - Current Cost of Miller Contract - Reduction	Street/Snow Maintenance	(451,375)	(451,375)	(451,375)
Berry Mills Termination Impact - Purchase of Large Slide in Sanders	Equipment Cost	480,000		
Annual operating costs related to the Plow Truck and Large Slide in Sanders	Equipment Rental – Internal	110,000	110,000	110,000
	Net	355,559	(124,441)	(124,441)



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Increase BYOD amount from \$30 to \$50				
Request Justification:	Expenditures			
Increase Bring Your Own Device amount from \$30 to \$50 to better reflect current cost of cellphone plans (48 BYOD currently in Corporation)	Labour Cost	0	0	0
	Non-Labour Cost	11,520	11,520	11,520
	Net	11,520	11,520	11,520



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: PARKS	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Purchase of Colpron Trailer				
Purchase of Colpron Trailer – Operating Cost				
Request Justification:	Expenditures			
Purchase of Colpron trailer to allow for snow removal on the Reiker Trail. Includes cost of trailer (\$35,000) and annual operating costs (\$8,000).	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	35,000		
	Equipment Rental-Internal	8,000	8,000	8,000
	Net	43,000	8,000	8,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: PUBLIC WORKS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Purchase of Truck for Sign Shop				
Operating Impact – Purchase of Truck for Sign Shop				
Request Justification:	Expenditures			
The removal of the sign shop truck 212 has left the work group without a vehicle to perform their work. The previous unit was passed down as temporary solution and considered as a "ghost fleet". This is a high demand area of service, and a similar type of vehicle must be acquired. The budget request includes the purchase cost of the vehicle (\$100,000) and annual operating costs (\$20,000).	Labour Cost	0	0	0
	Non-Labour Cost	0	0	0
	Equipment Cost	100,000		
	Equipment Rental-Internal	20,000	20,000	20,000
	Net		120,000	20,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: FACILITIES	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Repair of the Salt Dome				
Request Justification:	Expenditures			
Based on assessing the structural integrity of the Salt Dome, we have anticipated repairs and at a minimum will require the bolts to be torqued which will cost approximately \$25,000 annually.	Labour Cost	0	0	0
	Non-Labour Cost	25,000	25,000	25,000
	Net	25,000	25,000	25,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: PUBLIC WORKS	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic				
Request Justification:	Expenditures			
Additional funding for snow operations as well as line markings, street maintenance, assembly, and disassembly of new bike lanes and active transportation amenities.	Labour Cost	248,307	255,432	262,275
	Non-Labour Cost	0	0	0
	Net	248,307	255,432	262,275



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: PUBLIC WORKS	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Year-Round Downtown Clean-Up DMCI Funding				
Request Justification:	Expenditures			
Funding to DMCI to cover year-round Downtown Cleaning based on the successful pilot project which has really made an impact in our community.	Labour Cost	0	0	0
	Non-Labour Cost	300,000	360,000	360,000
	Net	300,000	360,000	360,000

Service Area Budget - Responsibilities

ADMIN OPS CENTRE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	0	52,761	0	4,884	21,425	0.00%
NON-LABOUR COSTS	49,311	49,494	51,776	51,848	51,932	1.77%
RECOVERY	(49,311)	(49,311)	(51,776)	(56,732)	(73,357)	16.25%
TOTAL EXPENSES	0	52,944	0	0	0	0.00%
NET COST	0	52,944	0	0	0	0.00%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

FACILITIES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	1,230,073	1,182,149	1,205,983	1,234,539	1,336,997	2.90%
NON-LABOUR COSTS	2,330,234	2,420,834	2,304,256	2,371,302	2,412,852	1.18%
RECOVERY	(888,112)	(888,112)	(785,570)	(799,290)	(805,694)	-3.09%
TOTAL EXPENSES	2,672,195	2,714,871	2,724,669	2,806,551	2,944,155	3.39%
NET COST	2,672,195	2,714,871	2,724,669	2,806,551	2,944,155	3.39%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Convert student painting funding to contract painting money</i>	0	0	0
<i>Repair of the Salt Dome</i>	25,000	25,000	25,000
TOTAL NET COSTS INCLUDED IN BUDGET	25,000	25,000	25,000

OPERATIONS ADMIN

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	290,928	285,313	306,714	313,011	318,788	3.19%
NON-LABOUR COSTS	11,716	11,716	12,301	12,325	12,349	1.80%
RECOVERY	(74,257)	(74,257)	(79,754)	(81,334)	(82,784)	3.83%
TOTAL EXPENSES	228,387	222,772	239,261	244,002	248,353	2.91%
NET COST	228,387	222,772	239,261	244,002	248,353	2.91%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

PARKS

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	61,000	61,000	69,000	69,000	69,000	4.37%
EXPENSES						
LABOUR COSTS	4,147,397	4,155,840	4,794,661	4,894,354	4,998,357	6.84%
NON-LABOUR COSTS	4,226,523	4,396,575	4,418,062	4,456,940	4,461,771	1.86%
RECOVERY	1,153,036	1,153,036	1,170,515	1,148,159	1,161,958	0.26%
TOTAL EXPENSES	9,526,956	9,705,451	10,383,238	10,499,453	10,622,086	3.83%
NET COST	9,465,956	9,644,451	10,314,238	10,430,453	10,553,086	3.83%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>1 FTE - Sidewalk Operations</i>	<i>18,137</i>	<i>18,635</i>	<i>19,062</i>
<i>Purchase of Colpron Trailer</i>	<i>35,000</i>	<i>0</i>	<i>0</i>
<i>Purchase of Colpron Trailer - Operating Cost</i>	<i>8,000</i>	<i>8,000</i>	<i>8,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	61,137	26,635	27,062

PUBLIC WORKS

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	37,000	37,000	37,000	37,000	37,000	0.00%
EXPENSES						
LABOUR COSTS	5,630,906	5,627,613	6,052,586	6,182,084	6,335,455	4.17%
NON-LABOUR COSTS	15,585,099	15,711,798	15,753,219	15,907,875	15,968,500	0.82%
RECOVERY	3,873,540	3,873,540	5,264,735	4,487,023	4,531,194	5.66%
TOTAL EXPENSES	25,089,545	25,212,951	27,070,540	26,576,982	26,835,149	2.32%
NET COST	25,052,545	25,175,951	27,033,540	26,539,982	26,798,149	2.32%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>1 FTE - Sidewalk Operations</i>	43,695	44,960	46,172
<i>Conversion of Catch Basin Cleaner to Combination Truck</i>	54,000	0	0
<i>Impact of Berry Mills Snow Contract Termination</i>	480,000	0	0
<i>Increase BYOD amount from \$30 to \$50</i>	11,520	11,520	11,520
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	(341,375)	(341,375)	(341,375)
<i>Operating Impact - Combination Truck</i>	5,000	5,000	5,000
<i>Operating Impact - Purchase of Mini Loader</i>	40,750	40,750	40,750
<i>Operating Impact - Purchase of Truck for Sign Shop</i>	20,000	20,000	20,000
<i>Purchase of Mini Loader for Sidewalk Operations</i>	180,000	0	0
<i>Purchase of Truck for Sign Shop</i>	100,000	0	0
<i>Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic</i>	248,307	255,432	262,275

Year-Round Downtown Clean-Up DMCI Funding

TOTAL NET COSTS INCLUDED IN BUDGET

<i>300,000</i>	<i>360,000</i>	<i>360,000</i>
1,141,897	396,287	404,342

SANITATION

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
NON-LABOUR COSTS	3,651,225	3,651,225	3,855,824	3,904,470	3,904,470	2.31%
RECOVERY	0	0	3,714	3,745	3,782	0.00%
TOTAL EXPENSES	3,651,225	3,651,225	3,859,538	3,908,215	3,908,252	2.35%
NET COST	3,651,225	3,651,225	3,859,538	3,908,215	3,908,252	2.35%

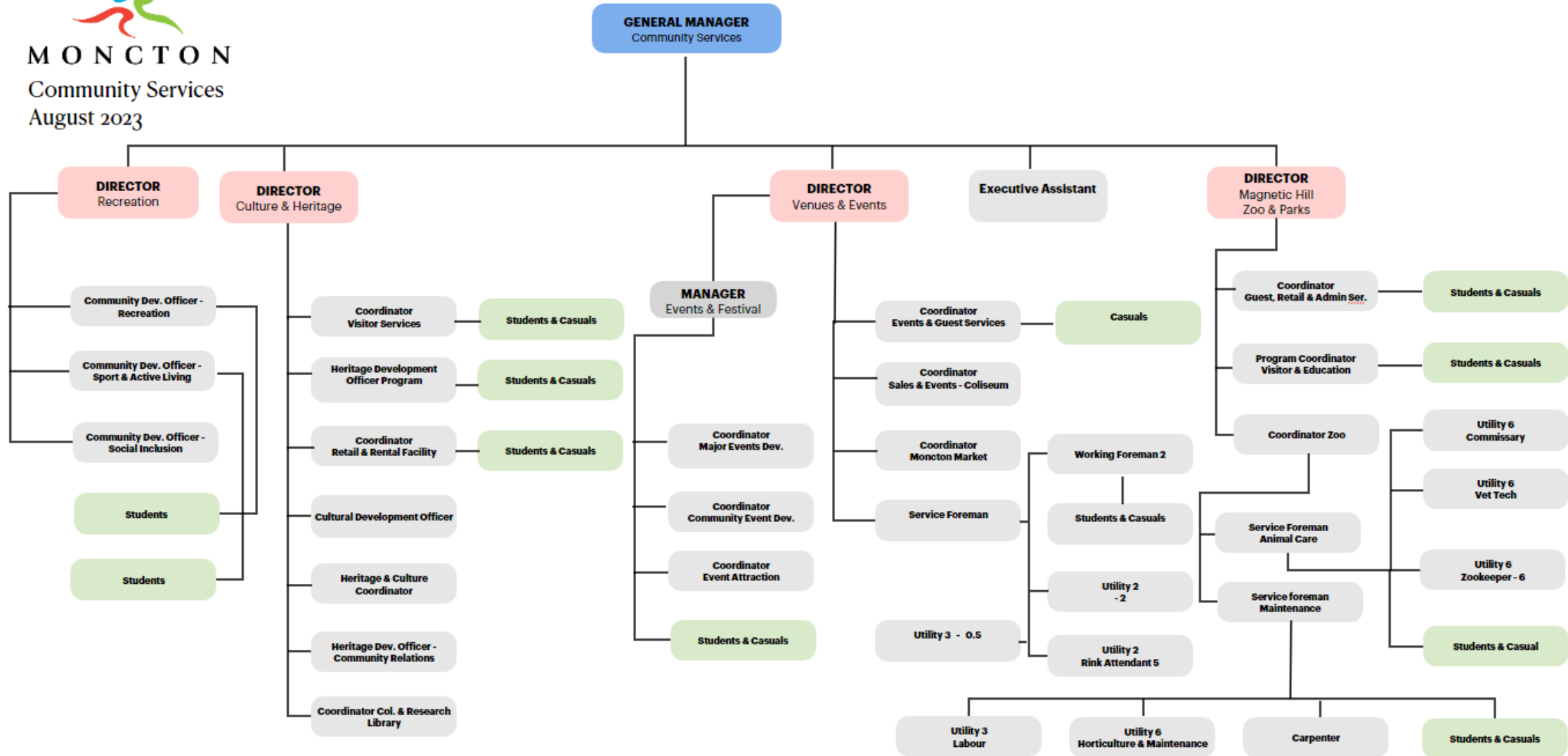
Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Community Services

Organizational Chart



MONCTON
Community Services
August 2023



Service Area Description, Goals and Objectives

Objective of Service Area

- To enhance the quality of life for citizens, visitors, and area residents.
- To increase the knowledge of and overall experience when discovering Moncton.
- To operate and maintain municipal facilities, venues, and attractions; these are economic generators and facilitate active living for citizens, providing positive social and culture impacts.

Service Area Description

Recreation programs

- Facilitates delivery of community-based recreation programs, collaborating with community sectors to ensure citizens and the public have full access to a wide range of recreational, parks and leisure experiences and opportunities.

Social Inclusion

- Facilitates delivery and coordination of services that provide for vulnerable citizens in the community in partnership with local agencies and other levels of government.

Culture and Heritage programs

- Provides community-based initiatives and activities promoting the vibrancy of the arts and culture sector.
- Operates Resurgo Place and heritage properties such as the Free Meeting House, Thomas Williams House, and Treitz Haus.

Magnetic Hill Park

- Directs the operation of Magnetic Hill Zoo and Magnetic Hill Park.
- Provides community-based initiatives and promotes animal conservation, education, and welfare.

Events Hosting and Execution

- Promotes, develops support and operational set-up for over one hundred community-based events, including major events and festivals.

Events Attraction

- Provides community partnerships, sponsorship development, and community consultation on events best practices and development, research, and sales packages for Made in Moncton events.

Tourism Marketing and Promotion

- Promotes Moncton as a destination of choice in all markets including leisure, group and meetings and conventions through coordination with Destination Marketing Organization and NB Tourism.
- Promotes Moncton to attract visitors and businesses continuing to develop the City's economy.

Venue Programming and Operations

- Develops and promotes programs that ensure an aggressive but efficient operation of venues, including sales and services, box office management, contract administration, food and beverage services and enhanced business leads and client services.
- Operates and maintains the venues ensuring a safe and efficient operation while continuing to promote best practices for public assembly venue management.

Service Area Goals

- To provide community-based initiatives and activities that promote the vibrancy of our arts and culture sector, including operation of Resurgo Place and our heritage properties; Free Meeting House, Thomas Williams House, and Treitz Haus.
- To remain Atlantic Canada's leading zoo, which educates and inspires conservation action.
- To facilitate the delivery of community-based recreation programs to ensure that citizens have full access to a wide range of recreational, parks and leisure experiences and opportunities.
- To improve the quality of life for the most vulnerable citizens.
- To increase the number of leisure travelers to Moncton and the Southeast region.
- To produce and present community events and celebrations that are free, open, and accessible to the public.
- To attract and host large scale events that generate economic activity for the Moncton and Southeast region.
- To ensure that the Coliseum is developed as a key economic generator for the City.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
COMMUNITY SERVICES												
ADMINISTRATION	2.0	2.0	-	2.0	-	-	-	-	-	-	-	-
RECREATION	4.0	4.0	-	4.0	-	-	-	-	850	850	-	850
MAGNETIC HILL ZOO & PARK	17.0	17.0	7.0	24.0	11,034	11,034	(7,834)	3,200	21,163	21,163	-	21,163
CULTURE & HERITAGE	8.0	8.0	-	8.0	1,345	1,345	-	1,345	8,481	8,481	-	8,481
VENUES & COLISEUM	4.0	4.0	-	4.0	1,350	1,350	-	1,350	779	779	-	779
EVENTS & TOURISM	14.5	14.5	-	14.5	5,769	5,769	-	5,769	7,356	7,356	-	7,356
TOTAL	49.5	49.5	7.0	56.5	19,498	19,498	(7,834)	11,664	38,629	38,629	-	38,629

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.1	Implement Social Inclusion Plan			
Social	2.1.1	Review and update Social Inclusion Plan	2023	Jocelyn	RFP for a consultant to assist with development of updated Social Inclusion Plan closing March 30, 2023 update going to Council on June 5, 2023 next step is fall summit
Social	2.1.2	Execute action items from the Affordable Housing Implementation Plan	2023-2024-2025	Jocelyn	Work ongoing
Social	2.1.3	Explore potential for innovative housing options with community agencies	2023-2024-2025	Jocelyn	Continue to work with RT. As well as coordinate with RHI
Social	2.2	Undertake action items to help address social issues in the city			
Social	2.2.1	Identify next steps related to the Social Impact Audit	2023-2024-2025	Jocelyn	Helpseeker assisting with the Regional Service Commission transition.
Social	2.2.1.1	Implement Complex Needs Pilot Project	2023-2024	Jocelyn	Likely going to happen in a different format - no reciprocal agreements with PNB
Social	2.3.5	Pursue Fire Department Accreditation	2023-2024-2025	Jocelyn	Delayed due to software issues
Social	2.7	Design Panacadie Trail (Phase II)	2023	Jocelyn	Design is ongoing
Social	2.10	Implement Recreation Master Plan I - "Land and Parks"	2023-2024-2025	Jocelyn	Design work commencing
Social	2.11	Implement Recreation Master Plan II - "Programs and Facilities"	2023-2024-2025	Jocelyn	To be presented to City Council at April Public

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.13	Collaborate with the Moncton Public Library on future satellite location opportunities	2023-2024-2025	Jocelyn	consulted began project in September
Culture	3.3	Implement Cultural Plan			
Culture	3.3.1	Partner with Indigenous peoples on projects and initiatives	2023-2024-2025	Jocelyn	Summer exhibition at City Hall and Book launch June 21 at Resurgo (Brian J. Francis)
Culture	3.3.2	Develop public art projects in neighbourhood parks and trails	2023-2024-2025	Jocelyn	Interactive Artistic Elements at Centennial Park and on Foundry Street.
Culture	3.4	Implement Events Attraction Strategy			
Culture	3.4.1	Finalize 10-year event bid calendar for Moncton	2023	Jocelyn	Working with the consultant on a presentation to Events Moncton on the methodology of the 10-year event bid calendar strategy. The working with Events Moncton to finalize this process by Q4.
Culture	3.4.2	Implement business development model for event support	2023	Jocelyn	One of two tools have been developed and is being implemented to evaluate events at the regional, national and small-scale international level: The Scorecard. The Impact Assessment Tool, a tool designed to be used to inform funding decisions for major and mega level events on a set of criteria that aligns with the Event Attraction Implementation Strategy is being evaluated.
Culture	3.4.3	Host 2023 IIHF World Junior Championship	2023	Jocelyn	
Culture	3.5	Collaborate with the new Greater Moncton Destination Marketing Organization	2023	Jocelyn	Collaboration with Destination Moncton-Dieppe is ongoing. DMD has begun creating programs to support tourism activity for the region. The Events & Tourism Department will be working with DMD to assess how the City can complement their new programs by modifying our existing ones (i.e., modifying the criteria of the Meetings & Conferences Grants). The Experience Moncton website has transitioned from a tourism-focused website to an Events & Festivals website. The Experience Moncton Facebook account has also been successfully transitioned to Destination Moncton-Dieppe.

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Culture	3.6	Develop strategies to address anti-racism and anti-discrimination in the community	2023-2024	Jocelyn	Code of Conduct policy updated and presented to council in November.
Economy	4.1	Implement the Downtown Core Community Improvement Revitalization Master Plan			
Economy	4.1.1	Potential new Market facility.	2023	Jocelyn	Presentation to Council in July/August re: preliminary design and current cost estimates. Funding approved in June for market feasibility study for the development of a convention centre.
Economy	4.11	Develop Magnetic Hill Park			
Economy	4.11.1	Prioritize and implement CAZA accreditation recommendations	2023--2024	Jocelyn	Lemur Design 100% SD completed , RFP in process for engineering
Economy	4.11.2	Explore funding opportunities for development of the African Exhibit	2023-2024-2025	Jocelyn	ACOA & RDC applications submitted
Economy	4.12	Event Attraction Strategy			
Economy	4.12.1	Explore event options at Magnetic Hill concert site	2023-2024-2025	Jocelyn	Currently exploring new options for the site going forward.
Economy	4.13	Collaborate with the Destination Marketing Organization (DMO)			

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Economy	4.13.1	Transition existing tourism responsibilities to external DMO	2023	Jocelyn	<p>The majority of tourism responsibilities have been transitioned to Destination Moncton-Dieppe. The Events & Tourism Department continues to work with DMD to assess where the City can complement their initiatives.</p> <p>The Events & Tourism Department has begun to focus on soft tourism product development and promotion of Moncton-based tourism assets (i.e., supporting off-season product development such as Burger Week, etc.).</p>
Economy	4.13.2	Implement Visitor Economy Master Plan	2023-2024-2025	Jocelyn	<p>The City's primary responsibility with the Visitor Economy Master Plan has been implemented, the creation of a Destination Marketing Organization.</p> <p>The Events & Tourism Department continues to work with Destination Moncton-Dieppe to implement the remaining recommendations from the plan.</p>
Economy	4.14	Explore the creation of a City Facilities Naming Rights Strategy			
Economy	4.14.1	Conduct specific valuation of available assets	2023-2024	Jocelyn	This item's timeline will need to be re-evaluated.

Service Levels

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	To Provide a community based initiatives and activities that promote the vibrancy of our arts and culture sector, including operation of the new Resurgo Place and our heritage properties (Free Meeting House, Thomas Williams House, and Treitz Haus)	• Access to museum collection - new / different artifacts annually.	20 p.a.	34	34	5	• Museum Collection showcased in temporary exhibitions: Addressograph, Joe Murray's Railway Memorabilia, Remembrance and Holiday Display, Artefacts accessioned in the 70s. Uploaded 30 records to Artifacts Canada.
		• Access to temporary exhibitions.	5 p.a.	6	7	5	• Inspiring Nature, Inspired Techno; Lobby case: Remembrance display, games and stores; BiodiverCity (Fundy Biosphere); World War Women; Earth in Focus; Refuge Canada.
		• Access to resources by appointment.	95%	95%	95%	90%	• A total of 81 research requests were answered • Crandall Class visited in October • 15 groups visited the resource room
		• Research requests completed within 10 business days.	90%	95%	90%	90%	
		• Visitor satisfaction.	<5 complaints	3	2	1	• Operation back to normal.
		• Access to the heritage house with annual events.	4 p.a.	4	4	4	• Tea Room (July-August) 2022. • Holiday Tea. • Valentine's Tea. • Mom's Market.
		• Access to permanent and temporary exhibitions with new ones annually.	1 p.a.	1	1	0	• Operation back to normal.
		• Offer onsite programs and activities annually.	12 p.a.	12	12	14	• Moving Science Presentations. • Discovery Labs (5 with different partners). • Birthday Programming updated. • School group June offering upgraded with a choice of learning stations. • New Sept-April School group offering. • Family Day Activity. • March Break Events (Earth In Focus).

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	To Provide a community based initiatives and activities that promote the vibrancy of our arts and culture sector, including operation of the new Resurgo Place and our heritage properties (Free Meeting House, Thomas Williams House, and Treitz Haus)	• Offer outreach programs and activities annually.	12 p.a.	12	12	12	<ul style="list-style-type: none"> • Bore Park Presentations (All Summer). • Riverfront Walk (guided tour August). • Hosting / Participating in Moncton Heritage Week & AHNB virtual conference. • Classroom outreach. • New Senior's home outreach. • Presence at various regional Festivals and Events.
		• Display 65% of City of Moncton Art Collection in City facilities.	95%	95%	95%	95%	
		• Present Art exhibitions at the City Hall Gallery.	5 p.a.	5	4	2	<ul style="list-style-type: none"> • Indigenous art from the City of Moncton's Art Collection (July-Sept). • Journey Through Addiction Recovery (Sept-Nov). • Cri Daigle (Jan-Feb). • High School Seniors (Mar-May). • Brian Francis (June-July).
		• Access to visitor information booth (un-staffed) at Romeo LeBlanc International airport, with weekly restocking.	95%	6%	0%	0%	<ul style="list-style-type: none"> • Kiosk has been utilize during the International Ice Hockey Federation (IIHF) tournament only.
		• Access to face-to-face visitor information service at Resurgo Place.	6 days per week	6	6	5	<ul style="list-style-type: none"> • 6 days per week (except Statutory Holidays). • From Victoria Day to Labour Day 7 days per week.
		• Access to face-to-face visitor information service at Treitz Haus from June-August.	7 days per week	7	7	0	
		• Respond to voice messages within 1 business day.	95%	95%	95%	95%	
		• Respond to e-mail request within 1 business day.	95%	95%	95%	95%	

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Economy	To build a sustainable and financial plan that responsibly balances the necessity of staff, animal and visitors	<ul style="list-style-type: none"> Provide excellent customer service. Defined as survey results either "completely" or "mostly" satisfied with the service received. 	90%	96.44%	99%	95%	<ul style="list-style-type: none"> 96.4% of visitors surveyed were satisfied with their visit. The visitors were most satisfied with their animal experience, the customer service and the price. Comments for improvement were size of animal enclosures, lemur and jaguar enclosure, tiger glass, washroom maintenance and vending machines empty or out of order. Boo at the Zoo 2022 received a 100% satisfaction and Wild Lights a 98%.
Environment	To remain Atlantic Canada leading zoo that educates and inspires conservation action	<ul style="list-style-type: none"> Provide educational and fun school visits for 5-16 olds. Satisfaction defined as children surveyed are either "completely" or "mostly" satisfied with their group visit experience. 	90%	N/A	N/A	100%	<ul style="list-style-type: none"> Staffing was not suitable to offer these programs in 2022 or spring 2023.
		<ul style="list-style-type: none"> Provide educational and fun behind the scene or exclusive experience programming. Satisfaction defined as participants surveyed are either "completely" or "mostly" satisfied with their experience. 	90%	100%	100%	92%	<ul style="list-style-type: none"> Excellent feedback from patrons but only a small portion of programs were offered due to staffing challenges.
		<ul style="list-style-type: none"> Provide educational and fun summer camps for 5-16 olds. Satisfaction defined as parents surveyed are either "completely" or "mostly" satisfied with their children camp experience. 	90%	92.8%	98%	0%	<ul style="list-style-type: none"> Feedback from parents of campers revealed that they were satisfied with their camp experience appreciating their camp leaders and the opportunities at zoo. The slight drop in Level of Service may be contributed to the reduction of programs offered and the staffing issues where there was less quality control due to senior staff not present.
		<ul style="list-style-type: none"> Meet Province of NB and Canada's Accredited Zoos and Aquariums (CAZA) standards. 	100%	100%	N/A	N/A	<ul style="list-style-type: none"> Self-audited annually; items that need to be addresses relate to delays in Capital projects and Africa development. Work instructions for evaluating animal welfare and contingency during environmental disasters are being improved internally. Solutions are being worked on for single specimens.
Economy	To build a sustainable and financial plan that responsibly balances the management of the park and the safety of our guest and partner	<ul style="list-style-type: none"> Provide excellent customer service. Satisfaction defined as patrons surveyed are either "completely" or "mostly" satisfied with the service received. 	90%	92.16%	N/A	N/A	<ul style="list-style-type: none"> Good positive feedback received, staffing and student supervision could help improve Level of Service. 79.5% of visitors are coming from outside of the Atlantic provinces with 7% outside of Canada for 2022 season.
		Magic Mountain: <ul style="list-style-type: none"> Address known issues, within contract, with tenant within 5 business days. 	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> Feedback and collaboration with Magic and Wharf management continues to be excellent. Pond maintenance was completed and traffic circulation is still pending. Joint marketing again successful.
		Wharf Village: <ul style="list-style-type: none"> Address known issues, within contract, with tenant within 5 business days. 	90%	Yes	Yes	Yes	

Pillars	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/Comments
Culture	To facilitate the delivery of community-based recreation programs to ensure that citizens and the public have full access to a wide range of recreational, parks and leisure experiences and opportunities.	• Acknowledge client inquiry within 24 hours.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. In future, community impact achieved through the facilitative efforts of community development officers will be measured more directly.
		• Respond to issues within 48 hours.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. In future, community impact achieved through the facilitative efforts of community development officers will be measured more directly.
		• Acknowledge provider inquiry within 24 hours.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. In future, community impact achieved through the facilitative efforts of community development officers will be measured more directly.
		• Respond to issues within 72 hours.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. In future community impact achieved through the facilitative efforts of community development officers will be measured more directly.
		• Bi-weekly site visits during peak season (July - September).	95%	100%	Yes	Yes	<ul style="list-style-type: none"> Completed.
		• Notify applicant of decision of request for programming within 5 business days.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Various community events took place were supported by the department.
		• Notify applicant of decision of request for programming within 5 business days.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Youth amenities study has been complemented and continues to be part of the Recreation Master Plan projects.
		• Notify applicant of decision of request for programming within 5 business days.	95%	yes	Yes	Yes	<ul style="list-style-type: none"> Work has been proceeding well with the Lions Centre and Outreach services. New model recently approved by Council.
		• Notify applicant of decision within 5 business days.	95%	100%	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. All applicant/groups received responses within the timeframe.
• Support third party events and provide City events.	Third party: 90% City: 10%	yes	Yes	Yes	<ul style="list-style-type: none"> Although specific data is not available at this time, we are confident that the Level of Service was achieved. In future community impact achieved through the facilitative efforts of community development officers will be measured more directly. 		

Pillar	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	To increase the number of leisure travellers to Moncton and the Southeast region	• Social media campaign with municipal, partner and regional posts (Facebook, Instagram, Twitter) no less than 3 times per week.	95%	Yes	Yes	Yes	• Regular posting and engagement through Facebook, Instagram until November 2022, when the responsibility for tourism social media engagement, and the City's tourism Facebook account, was transferred to Destination Moncton-Dieppe.
		• Response to social media inquiries within 48 hours.	90%	90%	90%	Yes	• Achieved 90% of the time, until November 2022, when the responsibility for tourism social media engagement, and the City's tourism Facebook account, was transferred to Destination Moncton-Dieppe. • Inability to achieve attributed to capacity and work schedule (no monitoring on weekends).
		• Provide face-to-face and telephone visitor information all year round.	1 location	100%	100%	100%	• Resurgo Place Visitor Information Centre open 12 months/year • Treitz House Visitor Information Center open during tourism season
		• Online advertising campaigns targeting four priority segments. • New Brunswick, Atlantic Canada, Quebec/Ontario, New England.	N/A	N/A	Yes	Yes	• The responsibility to market to visitors shifted from the City of Moncton to Destination Moncton-Dieppe. • Nonetheless, the Events Department contributed to the partial achievement of this Service Level by implementing an event-focused (vs. a more encompassing tourism-focused) paid and organic social media marketing campaign. • The 2022 summer campaign was delivered to the New Brunswick market. • The 2022-23 winter campaign was delivered to the New Brunswick market. • Although the online campaigns were focused on the New Brunswick market, the outdoor advertising campaign (via Pattison), included a much broader reach throughout Atlantic Canada.
Economy	To make Moncton the destination of choice for meetings, travel trade and trade and exhibition opportunities	• Tourism Moncton partnership agreements in place with a minimum 20 tourism partners (attractions and accommodations).	100%	N/A	No	No	• In light of the transition of the responsibility from the City of Moncton to Destination Moncton-Dieppe, this Service Level is no longer applicable.
		• Attend 10-12 marketplaces and travel trade shows to promote and market the region.	10-12	N/A	4	2	• In light of the transition of the tourism responsibility from the City of Moncton to Destination Moncton-Dieppe, this Service Level is no longer applicable. • The Events Department will continue to contribute to this by way of attending sport tourism shows with the goal of attracting events to Moncton.
		• Minimum of 3 inbound familiarization tours for major sport, conference of meeting planning bodies.	3	N/A	5	0	• In light of the transition of the tourism responsibility from the City of Moncton to Destination Moncton-Dieppe, this Service Level is no longer applicable.
	To transition Municipal tourism services to industry led third party destination marketing organisation	• Develop Service Level Agreements between the City of Moncton and future Destination Marketing Organization • Agreements in place by June 2020	N/A	Yes	Yes	Yes	• Service Level Agreement approved by Council. Board appointments finalized.

Pillar	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	To produce and present community and events celebrations that are free, open and accessible to the public	<ul style="list-style-type: none"> Produce annual Canada Day festivities in both official languages. Within an open space able to accommodate a minimum of 5,000 people. 	1	1	0	0	<ul style="list-style-type: none"> The Canada Day celebrations were held in the Riverfront parking lot and hosted over 15,000 people. Program details included: <ul style="list-style-type: none"> Kids' Play Zone: inflatable games, glitter tattoos, and more, O' Can You Cycle Bike Ride, Traditional Teachings by the Elsipogtog Mi'kmaq Cultural Centre, YMCA Mobile Fun Team, Vendors offering a variety of foods and other products (Riverfront Park), Tidal Bore Presentation by Resurgo Place (Bore Park), Whoa Canada! Main Stage (Riverfront Parking Lot), Tri-Community Canada Day Fireworks (Riverfront Park). The program featured a balance of event elements offered in both official languages.
		<ul style="list-style-type: none"> Produce three 3 weekly Acoustica concerts in different event zones in July and August. 	3/weekly	4	1	0	<ul style="list-style-type: none"> In 2022, Acoustica concerts were held monthly at Riverfront Park (Thursdays) and weekly at Victoria Park (Tuesdays). In 2023, partnerships were formed with DMCI's PatioFest and the Recreation Department to offer entertainment under the Acoustica banner 4 nights a week in June, July and August: Tuesdays in Victoria Park, Wednesdays in Centennial Park (Family Friendly), Thursday nights on Downtown Patios (PatioFest) and Saturdays at the Moncton Market.
	To provide programs that support the development of event activity in the City of Moncton	<ul style="list-style-type: none"> Confirmation of receipt of an event application. 	48 hours	100%	100%	100%	<ul style="list-style-type: none"> Achieved through automated response. Achieved by being proactive with annual groups on bookings for the following year.
		<ul style="list-style-type: none"> Response from Coordinator to review event requirements within 72 hours. 	95%	95%	95%	95%	<ul style="list-style-type: none"> Most event inquiries processed within the 72 hour window.
		<ul style="list-style-type: none"> Review and respond to requests for street closures and or noise by-law exemptions through Events Management Committee. 	48 hours	100%	95%	100%	<ul style="list-style-type: none"> Street Closure and Noise By Law Requests sent to EMC a minimum of two weeks prior to City Council Meeting approval.
		<ul style="list-style-type: none"> Signed letter of offer confirming areas of support (financial, Value In Kind, infrastructure). 	within 2 weeks of event	90%	90%	90%	<ul style="list-style-type: none"> Inability to achieve attributed to lack of information from organizers, and changing requirements and content of letter of offer.
		<ul style="list-style-type: none"> Delivery of required materials, provided by the City. 	within 2 hours of event	95%	95%	95%	<ul style="list-style-type: none"> Inability to achieve attributed to capacity. Additionally, some groups request equipment be delivered closer to event time when they arrive on site, while some set up the day prior. Some equipment, like electrical and water connections, must be supervised.
		<ul style="list-style-type: none"> Minimum of 1 on site visits during event, where applicable. 	100%	100%	100%	100%	
	<ul style="list-style-type: none"> Post event debrief and recommendations for next year's event, prior to year end. 	N/A	Yes	Yes	No	<ul style="list-style-type: none"> Follow up emails sent to organizers after every event to seek feedback from that year's event. 	

Pillar	Department Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Culture	To attract and host large scale events that generate economic activity for the Moncton and Southeast region	• Attend industry events with one-on-one sales opportunities for event development.	1	0	0	2	• Most recurring industry events fell on conflicting event dates during this period. This will resume for 2023/2024.
		• Evaluation of event hosting grant application with response and confirmation/decline of funding.	within 30 days	85%	95%	100%	• Inability to achieve attributed to a lack of resources for the number of events, programs and initiatives supported.
		• Event Attraction: Complete 2 bid submissions annually.	2	5	4	0	• Includes bids completed by the City of Moncton, and bids from local sporting organizations the City assisted with in a significant way.
		• Event Attraction: 1 successful bid (large-scope event – national, international).	1	5	3	2	• Includes two international events, two national events, one regional event.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	5,198,268	8,327,565	8,606,042	8,791,839	8,821,204	23.23%
EXPENSES						
LABOUR COSTS	6,601,048	6,356,247	7,177,841	7,339,338	7,543,460	4.76%
NON-LABOUR COSTS	8,944,795	12,722,347	12,779,573	12,793,925	12,847,444	14.54%
RECOVERY	486,065	486,065	430,563	420,316	423,381	-4.30%
TOTAL EXPENSES	16,031,908	19,564,659	20,387,977	20,553,579	20,814,285	9.94%
NET COST	10,833,640	11,237,094	11,781,935	11,761,740	11,993,081	3.57%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Additional Funding - Polar Fest</i>	15,000	25,000	25,000
<i>Aquatic Program Funding</i>	45,000	45,000	45,000
<i>Convert Casuals to 7 FTE</i>	383,940	402,005	423,223
<i>Increase Funding - Block Party</i>	10,000	10,000	10,000
<i>Increase Scheduling Fees Nustadia</i>	10,000	10,000	10,000
<i>Lifeguard Equipment Renewal</i>	15,000	0	0
<i>New Visitor Information Kiosk/Area at Airport Partnership with DMO</i>	32,500	0	0
<i>Operating Impact - Purchase of Salter Unit</i>	3,000	3,000	3,000
<i>Operating Impact - Quench Buggy</i>	0	0	0
<i>Program Funds for All Wheels Park</i>	50,000	52,000	54,000
<i>Purchase of Salter Unit</i>	15,000	0	0

Revenue Matrix

TOTAL NET COSTS INCLUDED IN BUDGET

(167,911)	(329,822)	(351,458)
411,529	217,183	218,765

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: EVENTS & TOURISM	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Additional Funding – Polar Fest				
Request Justification:	Expenditures			
Additional funding will be used to increase programming for Moncton’s new Annual Winter Festival.	Labour Cost	0	0	0
	Non-Labour Cost	15,000	25,000	25,000
	Net	15,000	25,000	25,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Aquatic Program Funding				
Request Justification:	Expenditures			
Additional funds required for the YMCA to operate the Centennial and East End Pools.	Labour Cost	0	0	0
	Non-Labour Cost	45,000	45,000	45,000
	Net	45,000	45,000	45,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: MAGNETIC HILL - ZOO & PARKS	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Convert Casuals to 7 FTE				
Request Justification:	Expenditures			
The conversion of casual positions to 7 FTE at the Magnetic Hill Zoo will help with retention and recruitment efficiencies to meet service levels. This request is partially offset by a rate increase in the Revenue Matrix (Fees and Charges for 2024-2026).	Labour Cost	383,940	402,005	423,223
	Non-Labour Cost	0	0	0
	Net	383,940	402,005	423,223



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: SUPPORT ANTICIPATED GROWTH	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Increase Funding – Block Party				
Request Justification:	Expenditures			
To include more neighborhoods in the block party program.	Labour Cost	0	0	0
	Non-Labour Cost	10,000	10,000	10,000
	Net	10,000	10,000	10,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Increase Scheduling Fees Nustadia				
Request Justification:	Expenditures			
Per recommendations in the Rec Master Plan, this would be in lieu of a city FTE to assist in scheduling for activities at our City recreational venues.	Labour Cost	0	0	0
	Non-Labour Cost	10,000	10,000	10,000
	Net	10,000	10,000	10,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Lifeguard Equipment Renewal				
Request Justification:	Expenditures			
The Agreement with the YMCA requires the City to supply the lifesaving equipment. Current equipment requires upgrading and additional items required based on usage of the pools.	Labour Cost	0	0	0
	Non-Labour Cost	15,000	0	0
	Net	15,000	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: CULTURE & HERITAGE - RESURGO PLACE	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
New Visitor Information Kiosk/Area at Airport Partnership with DMO				
Request Justification:	Expenditures			
A 5-year lease has been renewed at the Airport. The current Kiosk is currently outdated and unusable for partnership potential.	Labour Cost	0	0	0
	Non-Labour Cost	32,500	0	0
	Net	32,500	0	0



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: COLISEUM	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Purchase of Salter Unit				
Operating Impact – Purchase of Salter Unit				
Request Justification:	Expenditures			
Salter unit (truck attachment) for the coliseum. This would be attached to an existing truck to provide timely salting for snow and ice events to address risks of slip and fall incidents. In addition, annual operating costs are to be included in this budget request.	Labour Cost	0	0	0
	Non-Labour Cost	0	0	0
	Equipment Cost	15,000		
	Equipment Rental-Internal	3,000	3,000	3,000
	Net	18,000	3,000	3,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ECONOMY				
Request:				
Program Funds for All Wheels Park				
Request Justification:	Expenditures			
Program funding provided for All Wheels Park at North End YMCA per Council's pre-approval in 2023. Construction of the facility is currently ongoing for completion in early 2024.	Labour Cost	0	0	0
	Non-Labour Cost	50,000	52,000	54,000
	Net	50,000	52,000	54,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: COMMUNITY SERVICES	Description	2024	2025	2026
Responsibility: RECREATION	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Operating Impact – Quench Buggy				
Request Justification:	Expenditures			
Quench Buggy purchased in 2023. Self-funded operating costs to be established for future years.	Labour Cost	0	0	0
	Non-Labour Cost			
	Fleet Direct Costs	(4,750)	(4750)	(4750)
	Equipment Rental - Internal	4,750	4,750	4,750
	Net	0	0	0

Service Area Budget – Responsibilities

COLISEUM

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	1,721,485	2,349,055	2,386,375	2,402,684	2,419,320	13.51%
EXPENSES						
LABOUR COSTS	1,095,346	1,129,356	1,103,878	1,125,231	1,150,067	1.67%
NON-LABOUR COSTS	1,566,935	2,187,257	2,263,447	2,281,382	2,299,870	15.59%
RECOVERY	283,765	283,765	206,081	193,315	193,540	-10.60%
TOTAL EXPENSES	2,946,046	3,600,378	3,573,406	3,599,928	3,643,477	7.89%
NET COST	1,224,561	1,251,323	1,187,031	1,197,244	1,224,157	-0.01%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Operating Impact - Purchase of Salter Unit</i>	3,000	3,000	3,000
<i>Purchase of Salter Unit</i>	15,000	0	0
<i>Revenue Matrix</i>	0	0	(16,636)
TOTAL NET COSTS INCLUDED IN BUDGET	18,000	3,000	(13,636)

CULTURE AND HERITAGE - RESURGO PLACE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	224,500	234,500	224,500	224,500	224,500	0.00%
EXPENSES						
LABOUR COSTS	951,427	951,713	1,021,553	1,043,700	1,081,306	4.55%
NON-LABOUR COSTS	758,042	758,042	799,611	774,024	781,132	1.02%
RECOVERY	4,017	4,017	0	0	0	-33.33%
TOTAL EXPENSES	1,713,486	1,713,772	1,821,164	1,817,724	1,862,438	2.90%
NET COST	1,488,986	1,479,272	1,596,664	1,593,224	1,637,938	3.33%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>New Visitor Information Kiosk/Area at Airport Partnership with DMO</i>	32,500	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	32,500	0	0

EVENTS AND TOURISM

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	73,000	2,512,900	2,535,000	2,535,000	2,535,000	1124.20%
EXPENSES						
LABOUR COSTS	854,973	839,433	969,668	990,555	1,019,507	6.41%
NON-LABOUR COSTS	950,584	3,350,584	3,489,783	3,499,783	3,499,783	89.39%
RECOVERY	51,737	51,737	51,650	52,316	53,026	0.83%
TOTAL EXPENSES	1,857,294	4,241,754	4,511,101	4,542,654	4,572,316	48.73%
NET COST	1,784,294	1,728,854	1,976,101	2,007,654	2,037,316	4.73%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Additional Funding - Polar Fest</i>	<i>15,000</i>	<i>25,000</i>	<i>25,000</i>
<i>Operating Impact - Quench Buggy</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	15,000	25,000	25,000

MAGNETIC HILL ZOO AND MAGNETIC HILL PARK

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	2,312,833	2,424,660	2,574,744	2,736,655	2,736,655	6.11%
EXPENSES						
LABOUR COSTS	2,391,450	2,318,829	2,815,925	2,884,015	2,960,777	7.94%
NON-LABOUR COSTS	1,279,505	1,477,390	1,492,527	1,508,298	1,524,598	6.39%
RECOVERY	127,662	127,662	169,024	170,877	173,007	11.84%
TOTAL EXPENSES	3,798,617	3,923,881	4,477,476	4,563,190	4,658,382	7.54%
NET COST	1,485,784	1,499,221	1,902,732	1,826,535	1,921,727	9.78%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>Convert casuals to 7 FTE</i>	383,940	402,005	423,223
<i>Revenue Matrix</i>	(161,911)	(323,822)	(323,822)
TOTAL NET COSTS INCLUDED IN BUDGET	222,029	78,183	99,401

RECREATION

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	91,455	91,455	98,555	98,555	103,555	4.41%
EXPENSES						
LABOUR COSTS	577,278	577,626	487,304	499,129	518,327	-3.40%
NON-LABOUR COSTS	739,763	1,313,943	1,051,546	1,038,594	1,040,642	13.56%
TOTAL EXPENSES	1,317,041	1,891,569	1,538,850	1,537,723	1,558,969	6.12%
NET COST	1,225,586	1,800,114	1,440,295	1,439,168	1,455,414	6.25%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Aquatic Program Funding</i>	45,000	45,000	45,000
<i>Increase Funding - Block Party</i>	10,000	10,000	10,000
<i>Increase Scheduling Fees Nustadia</i>	10,000	10,000	10,000
<i>Lifeguard Equipment Renewal</i>	15,000	0	0
<i>Program Funds for All Wheels Park</i>	50,000	52,000	54,000
<i>Revenue Matrix</i>	(6,000)	(6,000)	(11,000)
TOTAL NET COSTS INCLUDED IN BUDGET	124,000	111,000	108,000

RECREATION, CULTURE AND EVENTS SERVICES ADMIN

REVENUES

TOTAL REVENUES

2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
0	0	0	0	0	0.00%

EXPENSES

LABOUR COSTS

NON-LABOUR COSTS

TOTAL EXPENSES

2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
262,116	252,932	267,790	273,316	280,607	2.35%
31,811	31,811	33,287	33,347	33,407	1.67%
293,927	284,743	301,077	306,663	314,014	2.28%

NET COST

293,927	284,743	301,077	306,663	314,014	2.28%
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Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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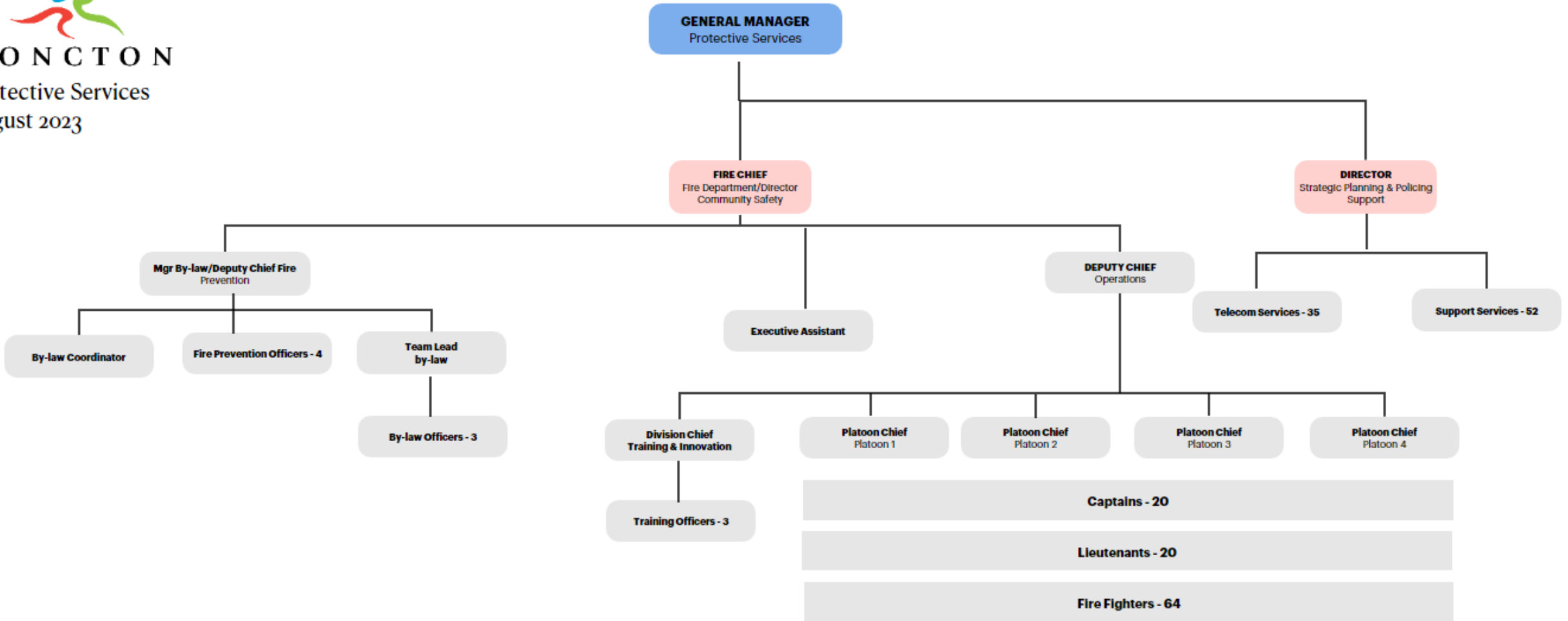
VENUES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	774,995	714,995	786,868	794,445	802,174	1.17%
EXPENSES						
LABOUR COSTS	468,458	286,358	511,723	523,392	532,869	4.58%
NON-LABOUR COSTS	3,618,155	3,603,320	3,649,372	3,658,497	3,668,012	0.46%
RECOVERY	18,884	18,884	3,808	3,808	3,808	-26.61%
TOTAL EXPENSES	4,105,497	3,908,562	4,164,903	4,185,697	4,204,689	0.81%
NET COST	3,330,502	3,193,567	3,378,035	3,391,252	3,402,515	0.72%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

Protective Services

Organizational Chart



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide oversight and direction to protective services including fire protection, by-law enforcement and emergency measures organization.

Service Area Description

Codiac Regional Police Authority (CRPA)

- Provides guidance and oversight on the provision of policing services to the Greater Moncton Region. CRPA contracts police services to the Codiac Regional RCMP.

Fire

- Responds and mitigates effectively all civic emergencies protecting the life and property of the City of Moncton citizens.
- Protects the community's environment; educates on and enforces the fire code.

By Law Enforcement & Licensing

- Enforces the City of Moncton's by-laws and coordinates support services to residents.
- Licenses services and provides oversight of parking services, for the City of Moncton.
- Facilitates community coordination and remediation as it relates to social issues including poverty, housing, and homelessness.

Municipal Emergency Measures Organization (MEMO)

- Provides a prompt and coordinated response to an emergency, and for all activities that support emergency preparedness.
- Addresses incidents that cause or may cause damage of sufficient severity and magnitude to warrant activation of the Municipal Emergency Coordination Centre (MECC).

Service Area Goals

- To provide a safe environment for citizens with appropriate animal control in locations throughout the City.
- Ensure that the City of Moncton is a safe and respectful community through the enforcement of by-laws and protecting the life and property of its citizens via the various Fire Department Services.
- Ensure that by-laws are created and abided by for the greater safety and enjoyment of the community.
- Ensure the City is prepared for any emergency by executing and evaluating our Emergency Management Plans and ensuring our citizens are properly informed.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
PROTECTIVE SERVICES												
ADMINISTRATION	-	-	1.0	1.0	-	-	-	-	-	-	-	-
POLICE	87.0	87.0	-	87.0	650	650	-	650	-	-	-	-
FIRE	118.0	119.0	4.0	123.0	-	-	-	-	-	-	-	-
BY-LAW ENFORCEMENT	6.0	6.0	-	6.0	-	-	-	-	-	-	-	-
TOTAL	211.0	212.0	5.0	217.0	650	650	-	650	-	-	-	-

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Social	2.3	Support and grow a safe community			
Social	2.3.1	Explore opportunities surrounding the continuum of policing and enforcement services	2023	Chuck	Partnerships with community agencies and provincial government depts are ongoing
Social	2.3.2	Continue to focus on downtown safety	2023-2024-2025	Chuck	Down town location to open in early November
Social	2.3.3	Review Annual Performance of Codiac Regional Policing Authority	2023-2024-2025	Chuck	Annual Review of CRPA performance is performed by municipal councils

Service Levels

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Social	Ensure that the City of Moncton is a safe and respectful community through the enforcement of by-laws	<ul style="list-style-type: none"> • 48 hours to acknowledge receipt of complaint from complainant and have it entered in our system for investigation. 	95%	95%	95%	90%	<ul style="list-style-type: none"> • 1,404 Service Request from July 2020 to June 2021. • 3,317 Service Request from July 2021 to June 2022. • 7,409 Service Request from July 2022 to June 2023.
		<ul style="list-style-type: none"> • 48 hours to respond to request for information on existing service request or case regarding status of service request or case. 	95%	80%	80%	75%	<ul style="list-style-type: none"> • Waiting for new software to increase efficiency.
		<ul style="list-style-type: none"> • 4 business days from receipt of complaint, follow-up or next steps including timelines will be provided. 	95%	85%	80%	No	<ul style="list-style-type: none"> • Waiting for new software to increase efficiency.
		<ul style="list-style-type: none"> • Community Officers patrolling 24/7. 	100%	100%	100%	100%	<ul style="list-style-type: none"> • 864 Service Request from July 2021 to June 2022. • 2,875 Service Request from July 2022 to June 2023.
Governance	Ensure that by-laws are created and abided by for the greater safety and enjoyment of the community	<ul style="list-style-type: none"> • License and permit will be issued within 5 business days from receipt of a complete application. 	95%	Yes	Yes	Yes	<ul style="list-style-type: none"> • 1,400 Licenses issued from July 2021 to June 2022. • 1,582 Licenses issued from July 2022 to June 2023.

Pillar	Department Goal	Current Service Level	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Social	Ensure the Corporation is prepared for any Emergency by executing and testing our Emergency Management Plans, and ensuring our citizens are properly informed	• Tri-Community All Hazard Plan reviewed annually.	Yes	Yes	Yes	• Review completed with Dieppe and Riverview
		• Hazard specific Plans reviewed every two years.	Yes	Yes	Yes	• Pandemic Plan and Water Treatment Emergency Plan
		• Participate in annual Provincial Emergency Exercise.	No	No	No	
		• Carry out table top exercise annually.	No	No	No	• Many real activations
		• Emergency Command Centre (ECC) operational during emergencies when requested by the City's Director of Emergency Measures. • Target: ECC operational within an 1 hour of notice of activation.	Yes	Yes	n/a	• Level II Activation for Homeless Shelter (December - January 2023).

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Social	Ensure that the City of Moncton is a safe community by protecting the life and property of its citizens via the various Fire Department services	• One annual open house - Fire Prevention Week.	1	1	0	0	
		• Provide 10 sessions annually - upon request.	10	Yes	No	No	
		• Provide home inspection upon request.	95%	Yes	No	No	
		• Schools, colleges, universities, daycares and special care homes are inspected annually.	100%	-	-	-	• Consultation with Office of the Fire Marshal is underway in order to find a move forward plan for this Level of Service.
		• Hospitals are inspected every three years.	100%	-	-	-	• Consultation with Office of the Fire Marshal is underway in order to find a move forward plan for this Level of Service.

Pillar	Department Goal	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results / Comment
Social	Ensure that the City of Moncton is a safe community by protecting the life and property of its citizens via the various Fire Department services	Fire Suppression - Turn Out Time of 80 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Fire Suppression - Travel time of 240 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Haz Mat Response Mitigation - Turn Out Time of 80 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Haz Mat Response Mitigation - Travel time of 240 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Medical Fire Responder Care - Turn Out Time of 80 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Medical Fire Responder Care - Travel time of 240 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Rescue - Turn Out Time of 80 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.
		Rescue -Travel time of 240 seconds or less.	90%	Yes	Yes	Yes	<ul style="list-style-type: none"> • New Level of Service and previously collected data is not reliable in this case but we are confident that the Level of Service was achieved. • Purchasing a new software, implementing a new policy and buying new hardware in order to have accurate data moving forward.

Service Area Budget

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	3,791,113	2,748,872	3,592,538	4,056,234	4,096,534	2.69%
EXPENSES						
LABOUR COSTS	15,729,944	16,454,242	17,290,664	17,992,836	18,751,165	6.40%
NON-LABOUR COSTS	40,692,022	43,354,529	44,283,784	46,414,362	52,417,300	9.60%
RECOVERY	66,219	90,325	77,795	86,191	(12,022)	-39.38%
TOTAL EXPENSES	56,488,185	59,899,096	61,652,243	64,493,389	71,156,443	8.66%
NET COST	52,697,072	57,150,224	58,059,705	60,437,155	67,059,909	9.09%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>4 FTEs - Fire Fighter Relievers</i>	326,092	384,588	408,536
<i>Fire Master Plan</i>	100,000	0	0
<i>Life Cycle for Two Fire Trucks - Hazmat, Special Ops & Fire Engine</i>	104,000	104,000	104,000
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	176,680	180,364	183,728
<i>Operating Impact - Quench Buggy</i>	0	0	0
<i>Revenue Matrix</i>	(1,000)	(1,000)	(1,000)
TOTAL NET COSTS INCLUDED IN BUDGET	705,772	667,952	695,264

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: FIRE	Revenues			
Priority: SAFETY & SECURITY	Revenue	0	0	0
Strategic Plan: SOCIAL				
Request:				
4 FTEs - Fire Fighter Relievers				
Request Justification:	Expenditures			
Hire four firefighting relievers to reduce overtime in the firefighting department. The additional staffing will also have a positive effect on firefighters' mental health by eliminating the need to force firefighters to stay on shift when there is no one to replace them.	Labour Cost	326,092	384,588	408,536
	Non-Labour Cost	0	0	0
	Net	326,092	384,588	408,536



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: FIRE	Revenues			
Priority: SAFETY & SECURITY	Revenue	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Fire Master Plan				
Request Justification:	Expenditures			
Fire Master Plan is required to create a road map for the future of the Fire Department in the City.	Labour Cost	0	0	0
	Non-Labour Cost	100,000	0	0
	Net	100,000	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: FIRE	Revenues			
Priority: SAFETY & SECURITY	Revenue	0	0	0
Strategic Plan: SOCIAL				
Request:				
Life Cycle for Two Fire Trucks – Hazmat, Special Ops & Fire Engine				
Request Justification:	Expenditures			
Life Cycle for Fire Trucks – Hazmat, Special Ops & Fire Engine purchased in 2023 to allow for establishment of appropriate reserve for future replacement.	Labour Cost	0	0	0
	Non-Labour Cost	104,000	104,000	104,000
	Net	104,000	104,000	104,000



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: PROTECTIVE SERVICES	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenue	0	0	0
Strategic Plan: GOVERNANCE				
Request:				
Protective Services Organizational Restructuring - Partially Funded by Director Position				
Request Justification:	Expenditures			
Protective Services Organizational Restructuring – Addition of a General Manager partially funded by the Building Inspection Director Position that has been vacant for over 3 years.	Labour Cost	24,808	25,357	25,861
	Non-Labour Cost	0	0	0
	Net	24,808	25,357	25,861



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: PROTECTIVE SERVICES	Description	2024	2025	2026
Responsibility: BY-LAW	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: SOCIAL				
Request:				
Operating Impact – Quench Buggy				
Request Justification:	Expenditures			
Quench Buggy purchased in 2023. Self-funded operating costs to be established for future years.	Labour Cost	0	0	0
	Non-Labour Cost			
	Fleet Direct Costs	(4,750)	(4750)	(4750)
	Equipment Rental - Internal	4,750	4,750	4,750
	Net	0	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CITYWIDE	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: REVENUE PRODUCING	By-Law	1,000	1,000	1,000
Strategic Plan: ECONOMY	Codiac	0	0	50,000
Request:	Coliseum	0	0	16,636
Revenue Matrix	Sport Fields	6,000	6,000	11,000
	Urban Planning	0	0	6,996
	Water and Wastewater- Misc	13,620	13,620	13,620
	Magnetic Hill Zoo	161,911	323,822	323,822
Request Justification:				
Various areas are anticipating implementing Fees & Rate increases that are outlines in the Revenue Matrix (Fees & Rate Schedule) which was discussed at the Committee of the Whole Meeting on September 25, 2023.				
	Net		(182,531)	(344,442)

Service area Budget - Responsibilities

PARKING

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	2,339,402	1,498,850	2,158,624	2,405,269	2,455,049	1.65%
EXPENSES						
LABOUR COSTS	1,721	2,500	2,036	2,076	2,116	7.65%
NON-LABOUR COSTS	619,018	622,155	675,205	678,475	682,822	3.44%
RECOVERY	3,001	3,001	0	0	0	-33.33%
TOTAL EXPENSES	623,740	627,656	677,241	680,551	684,938	3.27%
NET COST	(1,715,662)	(871,194)	(1,481,383)	(1,724,718)	(1,770,111)	1.06%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

BY LAW ENFORCEMENT AND LICENSING

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	427,090	245,901	246,522	431,915	422,435	-0.36%
EXPENSES						
LABOUR COSTS	603,046	602,430	628,062	646,491	673,690	3.90%
NON-LABOUR COSTS	2,236,432	2,976,922	2,627,725	2,760,283	2,798,804	8.38%
RECOVERY	170,698	173,640	141,084	142,207	143,621	-5.29%
TOTAL EXPENSES	3,010,176	3,752,992	3,396,871	3,548,981	3,616,115	6.71%
NET COST	2,583,086	3,507,091	3,150,349	3,117,066	3,193,680	7.88%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget <i>Revenue Matrix</i>	(1,000)	(1,000)	(1,000)
TOTAL NET COSTS INCLUDED IN BUDGET	(1,000)	(1,000)	(1,000)

FIRE

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	1,024,621	1,004,121	1,187,392	1,219,050	1,219,050	6.33%
EXPENSES						
LABOUR COSTS	15,089,681	15,782,126	16,433,006	17,111,182	17,837,029	6.07%
NON-LABOUR COSTS	5,648,766	7,630,036	6,269,341	6,233,122	6,652,572	5.92%
RECOVERY	932,409	953,573	986,524	993,906	1,003,076	2.53%
TOTAL EXPENSES	21,670,856	24,365,735	23,688,871	24,338,210	25,492,677	5.88%
NET COST	20,646,235	23,361,614	22,501,479	23,119,160	24,273,627	5.86%

	2024 BUDGET	2025 BUDGET	2026 BUDGET
Level 2 and 3 Request included in Budget			
<i>4 FTEs - Fire Fighter Relievers</i>	326,092	384,588	408,536
<i>Fire Master Plan</i>	100,000	0	0
<i>Life Cycle for Two Fire Trucks - Hazmat, Special Ops & Fire Engine</i>	104,000	104,000	104,000
<i>Operating Impact - Quench Buggy</i>	0	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	530,092	488,588	512,536

PROTECTIVE SERVICES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
LABOUR COSTS	0	31,690	176,680	180,364	183,728	0.00%
TOTAL EXPENSES	0	31,690	176,680	180,364	183,728	0.00%
NET COST	0	31,690	176,680	180,364	183,728	0.00%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Protective Services Organizational Restructuring - Partially Funded by Director Position</i>	<i>176,680</i>	<i>180,364</i>	<i>183,728</i>
TOTAL NET COSTS INCLUDED IN BUDGET	176,680	180,364	183,728

POLICE

REVENUES

TOTAL REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

LABOUR COSTS

NON-LABOUR COSTS

RECOVERY

TOTAL EXPENSES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
LABOUR COSTS	35,496	35,496	50,880	52,723	54,602	17.94%
NON-LABOUR COSTS	32,187,806	32,125,416	34,711,513	36,742,482	42,283,102	10.45%
RECOVERY	(1,039,889)	(1,039,889)	(1,049,813)	(1,049,922)	(1,158,719)	3.81%
TOTAL EXPENSES	31,183,413	31,121,023	33,712,580	35,745,283	41,178,985	10.68%
NET COST	31,183,413	31,121,023	33,712,580	35,745,283	41,178,985	10.68%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET

Water and Wastewater

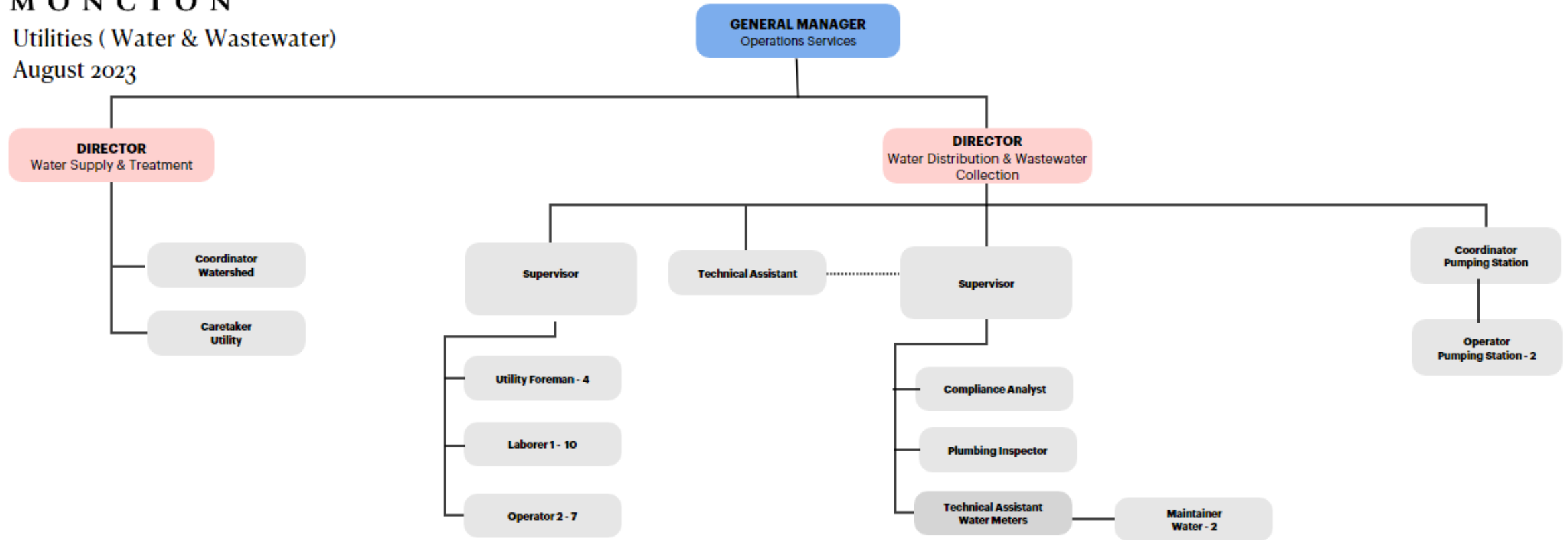
Organizational Chart



MONCTON

Utilities (Water & Wastewater)

August 2023



Service Area Description, Goals and Objectives

Objective of Service Area

- To provide a public service to water account holders and water consumers offering access to safe, clean, potable water, meeting or exceeding the Guidelines for Canadian Drinking Water Quality. The Turtle Creek and Tower Road reservoirs supply 45,000 cubic meters of water per day to the Greater Moncton area.
- To provide a public service to wastewater account holders and wastewater producers offering safe removal of wastewater from their premises including transportation of wastewater to the Greater Moncton Wastewater Commission (GMWC/TransAqua) system, and wastewater treatment to meet federal and provincial guidelines.
- These are both full-cost recovery programs through fair and equitable water and wastewater rates.

Service Area Description

- Plans, designs, and constructs potable water and wastewater systems.
- Complies, monitors, and reports on potable water and wastewater (effluent, cross-connections).
- Manages water and watershed and water production.
- Treats, pumps (from Highfield, Magnetic Hill, Elmwood, and Edinburgh stations), stores (at Garden Hill, Caledonia, and Twin Oaks), transmits, and distributes potable water.
- Maintains and operates wastewater pumping stations at Dutchill, Woodlawn, Uplands, Modern, Milner Brook, St. George, Spurr, Royal Oaks 1, Royal Oaks 2, Vail, Centennial, Granite, and Castleton.
- Installs and repairs potable water meters.
- Maintains and operate 550 kilometres of water mains, 23,500 kilometres of water services and five hundred kilometres of wastewater lines (sanitary and combined).
- Manages water loss control.
- Maintains 2,960 Fire Hydrants.
- Manages SCADA (supervisory control and data acquisition) system.
- Coordinates with the Greater Moncton Wastewater Commission (GMWC / TransAqua).
- Treats wastewater (GMWC / TransAqua).

Service Area Goals

- To provide clean and safe potable water to residents.
- To provide safe removal of wastewater to residents.
- To provide other general activities related to water and wastewater.

Position Summary

	PERMANENT				CASUAL HOURS				STUDENT HOURS			
	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total	2023	2024	Budget Request	2024 Total
WATER & WASTEWATER												
ADMIN	11.0	12.0	-	12.0	-	-	-	-	-	-	-	-
OPERATIONS	25.0	24.0	1.0	25.0	-	-	-	-	4,880	4,880	-	4,880
TOTAL	36.0	36.0	1.0	37.0	-	-	-	-	4,880	4,880	-	4,880

Strategic Plan Action Items

Pillars	Action Item #	Action Description	Sched Start	GM	Notes/comments
Environment	1.3.1	Reduce, reuse and implement waste separation at municipal sites and facilities	2023-2024	Alexandre	<p>The Kay Arena and the Moncton Coliseum staff have been provided with reports prepared by ECO360 which include recommendations on how to implement the waste sorting program. Kay Arena staff are to review the report and indicate quantities and configurations of waste containers.</p> <p>The Coliseum sorting will be reviewed with regards to waste collection capacity. We are going to order some larger containers and modify their waste configurations based on their sorting needs. We will then be able to repurpose some the current containers to the Moncton market.</p> <p>The waste sorting program at the Coliseum and Kay Arena have been completed early Q4. We will work with the Market manager to implement the program by the end of Q4 2023</p>
Environment	1.5	Develop Cyanobacteria (formerly called Blue-Green Algae) Management Strategy / Plan for Water Treatment Plant			
Environment	1.5.1	Research Cyanobacteria Mitigation Strategy (Phase 2a)	2023	Alexandre	Research currently being conducted; working in partnership with a consultant and Dalhousie University. Some delays were experienced in the research due to delivery of required equipment. Lab-scale experiments are now completed, and pilot-scale testing of three technologies is scheduled for the fall of 2023.
Environment	1.5.2	Implement Cyanobacteria Mitigation Strategy (Phase 2b)	2023-2024-2025	Alexandre	Results-to-date for Phase 2a indicate that it is now a certainty that activated carbon technology will be required. Full-scale design and construction will begin in late 2023 / early 2024, and will take 6-8 months to complete.
Environment	1.5.3	Implement Cyanobacteria Mitigation Strategy (Phase 2c)	2023-2024-2025	Alexandre	The results of the Phase 2a pilot work in the fall of 2023 will inform how best to proceed with Phase 2c. Results-to-date indicate that the additional treatment will likely be ozone or UV technology.
Environment	1.7	Review Water Master Plan	2024-2025	Alexandre	2025 Funding - an RPF will be started in the fall of 2024, to be awarded in early 2025. This project may be postponed to 2026 due to the delays experienced with the Cyanobacteria Mitigation Strategy Phase 2b and Phase 2c work (Items 1.5.2 and 1.5.3).
Environment	1.9	Award tender for Water Treatment Plant Operation	2023-2024	Alexandre	<p>Consultant engaged to update the 2017 WTP Condition Assessment.</p> <p>Consultant (Owner's Engineer) has been engaged to assist with the RFQ/RFP process.</p>

Service Levels

Pillars	Description Goals	Current Service Level	Target	Target Achieved 2022-2023	Target Achieved 2021-2022	Target Achieved 2020-2021	Results/ Comments
Environmental	To provide clean and safe potable water to citizens.	• Repair of water main breaks (begin digging) to start within 24 hours.	80%	91.6%	86.6%	85%	<ul style="list-style-type: none"> • There were 36 Water Main breaks during the period. • Average response time 9 hours, 20 minutes.
		• Repair of major service leaks (begin digging) to start within 24 hours.	80%	100%	100%	100%	• There were 5 major service leaks during the review period. All were completed within 24 hours, 13h52m average.
		• Repair of minor service leaks (begin digging) to start within 168 hours (1 week).	80%	40.4%	48%	69.4%	<ul style="list-style-type: none"> • There were 42 minor service leaks during the period. 40.4% were completed within 7 days. Average time to complete was 11.3 days. • Some impacts to timely resolution can be attributed to information delays related to underground infrastructure provided by third parties (locates) as well as to scheduled accommodations, as requested by the ratepayer.
		• Thawing of frozen services (begin digging) to start within 24 hours.	80%	N/A	N/A	N/A	• No frozen services events occurred during this reporting period.
		• Monthly notification to users consuming more than 300% of their historical volume.	100%	Yes	Yes	Yes	
		• Snow removal at fire hydrants in the downtown area within 48 hours after the end of a storm.	90%	100%	100%	100%	• Crews dispatched 19 times during the season. December(3), January(6), February(4), and March(6).
		• Contractor activation for snow removal at fire hydrants outside of the downtown area within 24 hours of request.	90%	100%	20%	100%	• Contractors were activated once during season: January (1).
		• Meet Health Canada's Guidelines for Canadian Drinking Water Quality.	100%	100%	No	100%	<ul style="list-style-type: none"> • Maximum Acceptable Concentration / health-related parameters met.
			100%	No	No	No	<p><i>Aesthetic Objectives:</i></p> <ul style="list-style-type: none"> • Turtle Creek water does not meet the temperature Guideline of <15°C during the summer and early fall months. Peak water temperature for the reporting period was 18.2°C on September 17, 2022. • Aesthetic objectives for all other parameters were met.
			100%	100%	100%	100%	• Operational Guidelines met.
• Annual Report submitted to regulator by March 30th.	100%	100%	100%	100%			
Environmental	To provide safe removal of wastewater to residents	• Response to flooded basements within 1 hour of a call.	90%	86.4%	69%	90%	<ul style="list-style-type: none"> • Results (excluding Storm Response flooding). • Average time to respond was 51 minutes. • Results (excluding Storm Response Flooding).
		• Annual Report submitted to regulator by February 15th.	100%	100%	100%	100%	
Environmental	General activities related to water and wastewater	• Utility locates completed within 2 working days.	90%	97.3%	94.4%	99.9%	• Average time was 1.6 days.
		• Utility account creation set up within 90 days from date of application.	90%	99.4%	96.2%	99.5%	<ul style="list-style-type: none"> • Reporting period: July 1, 2021 - June 30, 2023. • 168 Applications submitted, 23.12 average days to complete.

Service Area Budget

OPERATIONS SERVICES - UTILITIES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	41,120,804	42,212,620	44,576,778	44,993,530	45,857,987	3.84%
EXPENSES						
LABOUR COSTS	4,112,333	3,955,750	4,434,779	4,547,539	4,688,128	4.67%
NON-LABOUR COSTS	31,780,733	32,754,972	34,532,899	34,720,004	35,273,513	3.66%
RECOVERY	5,227,738	5,290,162	5,609,100	5,725,987	5,896,346	4.26%
TOTAL EXPENSES	41,120,804	42,000,884	44,576,778	44,993,530	45,857,987	3.84%
NET COST	0	(211,736)	0	0	0	0.00%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4x4/UTV and Snow Tracks</i>	37,750	7,750	7,750
<i>Asphalt recycler - 10-ton Capacity Bagella</i>	83,500	(130,000)	(130,000)
<i>Backflow/Private Hydrant/FOG (Fat Oil Grease) Software</i>	35,000	15,000	15,000
<i>Diesel Pump Repair - Highfield Pumping Station</i>	20,000	0	0
<i>Fencing for 14 Lift Station Locations</i>	50,000	50,000	50,000
<i>Generator Wiring Connectors</i>	15,000	0	0
<i>Hydrant Signage and Markers</i>	25,000	25,000	25,000
<i>Lift Station Pump Upgrades</i>	60,000	60,000	60,000
<i>New Boat and Hauling Trailer</i>	11,500	1,500	1,500
<i>New Dump Trailer</i>	11,500	1,500	1,500
<i>New Storage Tank - Reservoir Generators</i>	25,000	0	0
<i>New Utility Operator 1 / Labourer 1</i>	80,343	82,653	84,852
<i>New Utility Trailer</i>	9,500	1,500	1,500
<i>Operator Training</i>	20,000	20,000	20,000
<i>Revenue Matrix</i>	(13,620)	(13,620)	(13,620)
<i>Utility User Fee Charges</i>	(862,190)	(862,190)	(862,190)
TOTAL NET COSTS INCLUDED IN BUDGET	(391,717)	(740,907)	(738,708)

Level 2 & 3



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
4x4/UTV and Snow Tracks				
Request Justification:	Expenditures			
<p>The existing 2004 Kubota is scheduled for fleet replacement in 2024. Equipment suited for snow tracks would also allow us to replace the aging snowmobile and hauling trailer.</p> <p>The budget request reflects the cost of the purchase and the annual operating impacts.</p>	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	30,000	0	0
	Equipment Rental - Internal	7,750	7,750	7,750
	Net	37,750	7,750	7,750



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Asphalt Recycler – 10-Ton Capacity Bagella				
Request Justification:	Expenditures			
<p>The existing 5-ton unit is dedicated to one crew and is in high demand. By upgrading to a higher capacity unit of 10-ton per hour, this unit would be set up for production at the snow dump to supply the hotboxes or a tandem for transport or mobilized to site.</p> <p>Although there is a \$200,000 equipment purchase requirement, it will decrease the budget for contract costs for patching by (\$140,000).</p> <p>The budget request reflects the cost of the purchase, savings on contracts and the equipment’s annual operating impacts.</p>	Labour Cost	0	0	0
	Non-Labour Cost	0	0	0
	Equipment Cost	200,000	0	0
	Contracts	(140,000)	(140,000)	(140,000)
	Equipment Rental - Internal	23,500	10,000	10,000
	Net	83,500	(130,000)	(130,000)



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Backflow/Private Hydrant/ FOG (Fat Oil Grease) Software				
Request Justification:	Expenditures			
This request is to purchase software designed for the specific assets to ensure that compliance is maintained while maintaining our staff resource level and increasing public safety with potable water, fire protection and reduced infrastructure maintenance on the city's wastewater systems.	Labour Cost	0	0	0
	Non-Labour Cost	35,000	15,000	15,000
	Net	35,000	15,000	15,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Diesel Pump Repair - Highfield Pumping Station				
Request Justification:	Expenditures			
This request is to purchase parts to rebuild the diesel pump at Highfield Pumping Station. The pump is at a lifecycle where preventative maintenance measures are required.	Labour Cost	0	0	0
	Non-Labour Cost	20,000	0	0
	Net	20,000	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Fencing for 14 Lift Station Locations				
Request Justification:	Expenditures			
Add fencing to facilities to make them more secure from the public and to reduce/prevent vandalism. Currently, all water facilities are protected by fencing but not our wastewater facilities.	Labour Cost	0	0	0
	Non-Labour Cost	50,000	50,000	50,000
	Net	50,000	50,000	50,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Generator Wiring Connectors				
Request Justification:	Expenditures			
Purchase intrinsically safe generator connectors for lift stations. These connectors are much safer to use and work better in cold conditions.	Labour Cost	0	0	0
	Non-Labour Cost	15,000	0	0
	Net	15,000	0	0



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Hydrant Signage and Markers				
Request Justification:	Expenditures			
To add reflective and colour-coding signage as per NFPA (National Fire Protection Association) for city owned hydrants. This request represents a possibly a 5-year program of 600-700/year, and the proposed cost is \$90/unit.	Labour Cost	0	0	0
	Non-Labour Cost	25,000	25,000	25,000
	Net	25,000	25,000	25,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Lift Station Pump Upgrades				
Request Justification:	Expenditures			
<p>A preventative maintenance program is required to ensure reliable infrastructure at the lift stations.</p> <p>This request represents the costs of upgrading/rebuilding 6 sewage pumps per year based on historical pumping data which equates to \$60,000. There are a total of 14 lift stations, with has 2 pumps in each station.</p>	Labour Cost	0	0	0
	Non-Labour Cost	60,000	60,000	60,000
	Net	60,000	60,000	60,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Boat and Hauling Trailer				
Request Justification:	Expenditures			
<p>Additional sampling requirements have increased the degree of required equipment onboard. The current boat is rated for 2 people or 480 lbs which is often exceeded with coolers full of water samples, or during waste retrieval efforts, and beaver management activities. Current back-up boat is about 25 years old and has been repaired numerous times.</p> <p>The budget request reflects the \$10,000 cost of the purchase and the annual ongoing operating impacts.</p>	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	10,000	0	0
	Equipment Rental - Internal	1,500	1,500	1,500
	Net	11,500	1,500	1,500



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Dump Trailer				
Request Justification:	Expenditures			
<p>Dump trailer for disposing of cut vegetation along various areas of Turtle Creek such as reservoir dams, spillway infrastructure and access roads. The dump trailer would also more effectively facilitate the transport of waste of disposal items such as driftwood and transport materials such as gravel/dirt.</p> <p>The budget request reflects the \$10,000 cost of the purchase and the annual ongoing operating impacts.</p>	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	10,000	0	0
	Equipment Rental - Internal	1,500	1,500	1,500
	Net	11,500	1,500	1,500



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Storage Tank – Reservoir Generators				
Request Justification:	Expenditures			
To supply backup power and maintain SCADA communications.	Labour Cost	0	0	0
	Non-Labour Cost	25,000	0	0
	Net	25,000	0	0



MONCTON

BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: MAINTAIN SERVICE LEVELS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Utility Operator 1 / Labourer 1				
Request Justification:	Expenditures			
An additional Operator 1/Labourer 1 is required due to increased asset growth, elevated maintenance requirements and additional scope of programs/requirements of AWWA Standards.	Labour Cost	80,343	82,653	84,852
	Non-Labour Cost	0	0	0
	Net	80,343	82,653	84,852



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: EFFICIENCY IMPROVEMENTS	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
New Utility Trailer				
Request Justification:	Expenditures			
<p>Purchase utility trailer for transporting 4x4/UTV to more effectively perform land inspections that are currently limited to walkthrough inspections due to being unable to transport the current Kubota (water transmission lines, woods roads, trails).</p> <p>The budget request reflects the \$8,000 cost of the purchase and the annual ongoing operating impacts.</p>	Labour Cost	0	0	0
	Non-Labour Cost			
	Equipment Cost	8,000	0	0
	Equipment Rental - Internal	1,500	1,500	1,500
	Net	9,500	1,500	1,500



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: SAFETY & SECURITY	Revenues	0	0	0
Strategic Plan: ENVIRONMENT				
Request:				
Operator Training				
Request Justification:	Expenditures			
New employee training requirements (valves/SCADA/Health & Safety)	Labour Cost	0	0	0
	Non-Labour Cost	20,000	20,000	20,000
	Net	20,000	20,000	20,000



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: CITYWIDE	Description	2024	2025	2026
Responsibility: VARIOUS AREAS	Revenues			
Priority: REVENUE PRODUCING	By-Law	1,000	1,000	1,000
Strategic Plan: ECONOMY	Codiac	0	0	50,000
Request:	Coliseum	0	0	16,636
Revenue Matrix	Sport Fields	6,000	6,000	11,000
	Urban Planning	0	0	6,996
	Water and Wastewater- Misc	13,620	13,620	13,620
	Magnetic Hill Zoo	161,911	323,822	323,822
Request Justification:				
Various areas are anticipating implementing Fees & Rate increases that are outlines in the Revenue Matrix (Fees & Rate Schedule) which was discussed at the Committee of the Whole Meeting on September 25, 2023.				
	Net		(182,531)	(344,442)



BUDGET REQUEST (LEVEL 2 & 3)

Service Areas: OPERATIONS SERVICES	Description	2024	2025	2026
Responsibility: WASTE & WASTEWATER	Revenues			
Priority: REVENUE PRODUCING				
Strategic Plan: ENVIRONMENT	Water	\$363,209	\$363,209	\$363,209
Request:	Wastewater	\$498,981	\$498,981	\$498,981
Utility User Fee Charges				
Request Justification:	Expenditures			
Maintaining a reasonable and stable rate increase for rate payers while avoiding large fluctuations. The average rate increase among the various users is 2.71%.	Labour Cost	0	0	0
	Non-Labour Cost	0	0	0
	Net	\$862,190	\$862,190	\$862,190

Service Area Budget – Responsibilities

WASTEWATER UTILITY

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	16,615,602	16,865,004	19,195,825	19,386,716	19,534,919	5.86%
EXPENSES						
LABOUR COSTS	769,888	617,886	860,644	880,691	904,326	5.82%
NON-LABOUR COSTS	13,949,652	13,308,848	16,182,273	16,267,801	16,339,168	5.71%
RECOVERY	1,896,062	1,896,062	2,152,908	2,238,224	2,291,425	6.95%
TOTAL EXPENSES	16,615,602	15,822,796	19,195,825	19,386,716	19,534,919	5.86%
NET COST	0	(1,042,208)	0	0	0	0.00%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Fencing for 14 Lift Station Locations</i>	50,000	50,000	50,000
<i>Generator Wiring Connectors</i>	15,000	0	0
<i>Lift Station Pump Upgrades</i>	60,000	60,000	60,000
<i>New Utility Operator 1 / Labourer 1</i>	8,034	8,265	8,485
<i>Revenue Matrix</i>	(1,620)	(1,620)	(1,620)
<i>Utility User Fee Charges</i>	(498,981)	(498,981)	(498,981)
TOTAL NET COSTS INCLUDED IN BUDGET	(367,567)	(382,336)	(382,116)

WATER UTILITY

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
TOTAL REVENUES	24,505,202	25,347,616	25,380,953	25,606,814	26,323,068	2.47%
EXPENSES						
LABOUR COSTS	3,342,445	3,337,864	3,574,135	3,666,848	3,783,802	4.40%
NON-LABOUR COSTS	17,831,081	19,446,124	18,350,626	18,452,203	18,934,345	2.06%
RECOVERY	3,331,676	3,394,100	3,456,192	3,487,763	3,604,921	2.73%
TOTAL EXPENSES	24,505,202	26,178,088	25,380,953	25,606,814	26,323,068	2.47%
NET COST	0	830,472	0	0	0	0.00%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4x4/UTV and Snow Tracks</i>	37,750	7,750	7,750
<i>Asphalt recycler - 10-ton Capacity Bagella</i>	83,500	(130,000)	(130,000)
<i>Backflow/Private Hydrant/FOG (Fat Oil Grease) Software</i>	35,000	15,000	15,000
<i>Diesel Pump Repair - Highfield Pumping Station</i>	20,000	0	0
<i>Hydrant Signage and Markers</i>	25,000	25,000	25,000
<i>New Boat and Hauling Trailer</i>	11,500	1,500	1,500
<i>New Dump Trailer</i>	11,500	1,500	1,500
<i>New Storage Tank - Reservoir Generators</i>	25,000	0	0
<i>New Utility Operator 1 / Labourer 1</i>	72,309	74,388	76,367
<i>New Utility Trailer</i>	9,500	1,500	1,500
<i>Operator Training</i>	20,000	20,000	20,000
<i>Revenue Matrix</i>	(12,000)	(12,000)	(12,000)
<i>Utility User Fee Charges</i>	(363,209)	(363,209)	(363,209)
TOTAL NET COSTS INCLUDED IN BUDGET	(24,150)	(358,571)	(356,592)

Reserve Funds

Reserves – Important Facts

The City's primary aim is to establish a transparent and well-defined set of objectives for its financial reserves. This entails determining the allocation of funds for various purposes, ranging from addressing unforeseen emergencies to investing in future projects and handling contingencies.

Concurrently, the City systematically measures its progress in achieving the reserve objectives. It continuously assesses its financial situation, encompassing the monitoring of revenue, expenses, and the actual reserve fund balances. This ongoing oversight ensures that the City remains aligned with its reserve targets.

Moreover, the City's overarching goal extends beyond short-term fiscal stability to encompass long-term sustainability. It strives to maintain a stable and sustainable financial position capable of withstanding economic downturns and unforeseen financial challenges, thereby ensuring its commitment to continued financial stability.

Local Governance Act of New Brunswick

The City can maintain two primary types of reserve funds:

- An Operating Reserve Fund
 - Designated for covering general operating expenses of the service or utility, with a cap of 5% of the total budgeted expenditure from the previous fiscal year.
- A Capital Reserve Fund
 - Reserved for capital expenses incurred by the municipality.

Long-term financial planning and overall financial management

Reserves play a pivotal role in the City's long-term financial planning and overall financial management. They serve as a safety net to mitigate present and future risks, such as revenue shortfalls, unforeseen expenses, and contribute to maintaining steady tax and user rates. It is crucial to emphasize that reserves should not be utilized to cover ongoing expenses, as this could indicate a structural deficit position, which undermines the financial stability required by the government.

The availability of sufficient reserves confers valuable flexibility and resiliency upon the City. When confronted with unexpected expenses, economic fluctuations, or emergency situations, these reserves enable the City to respond and adapt without disrupting its operations or incurring debt. This financial reserve safeguards the City's capacity to provide essential services without interruption.

The City must consider not only its reserve balances but also its debt levels when assessing financial stability. The Reserve to Debt ratio serves as a vital benchmark employed by municipalities. As is evident in the interest mitigation strategy explanation in this document, the City is proposing to withdraw a major portion of the RCMP Rent Capital Reserve and Utility Reserve to avoid bonding some 2023 and 2024 Capital Projects which will provide financial savings to the corporation for the next 10 years, will reduce the City's active debt and provide more financial flexibility to the corporation by converting the fiscal savings into capital from operating expenditures..

General & Utility Fund- Reserves

GENERAL FUND RESERVES RESERVE DETAIL SUMMARY PROJECTION															
	2023				2024			2025			2026				
GENERAL FUND	Sept. 30/23	DEPOSITS	DRAWS	INTEREST	PROJECTION DEC. 31/23	DEPOSITS	DRAWS	PROJECTION DEC. 31/24	DEPOSITS	DRAWS	PROJECTION DEC. 31/25	DEPOSITS	DRAWS	PROJECTION DEC. 31/26	TARGET
Operating Stabilization Reserves	5,139,115	0	(2,000,000)	90,871	3,229,986	325,000	0	3,554,986	325,000	0	3,879,986	325,000	0	4,204,986	
Specific Purpose Operating Reserves															
Energy Management	276,818			4,952	281,770	20,000		301,770	20,000		321,770	20,000		341,770	As required
Public Art Reserve	135,139			2,470	137,609	13,000		150,609	13,000		163,609	13,000		176,609	As required
SCPA Deferred Grant	417,924			6,984	424,908			424,908			424,908			424,908	As required
Enterprise Resource Planning Consulting	184,602			3,085	187,687			187,687			187,687			187,687	As required
Council Contingency Resreve	831,160		(690,832)	10,096	150,424	1,001,858	(1,001,858)	150,424	1,001,858	(1,001,858)	150,424	1,001,858	(1,001,858)	150,424	As required
Electric Bus Feasibility Study	51,402		(52,261)	859	0			0			0			0	
Recreation Master Plan Feasibility Study	62,942		(63,994)	1,052	0			0			0			0	
Municipal Plan Consulting	26,226		(26,664)	438	0			0			0			0	
Urban Growth Strategy Study	97,132		(98,755)	1,623	0			0			0			0	
Heritage Conservation Communication Plan	11,144		(11,330)	186	0			0			0			0	
City Hall Space Planning	54,050		(54,953)	903	0			0			0			0	
Facility Waste Management Program	27,025		(27,477)	452	0			0			0			0	
Specific Purpose Operating Reserves	2,175,564	0	(1,026,266)	33,100	1,182,398	1,034,858	(1,001,858)	1,215,398	1,034,858	(1,001,858)	1,248,398	1,034,858	(1,001,858)	1,281,398	
TOTAL GENERAL OPERATING RESERVES	7,314,679	0	(3,026,266)	123,971	4,412,384	1,359,858	(1,001,858)	4,770,384	1,359,858	(1,001,858)	5,128,384	1,359,858	(1,001,858)	5,486,384	

GENERAL FUND RESERVES RESERVE DETAIL SUMMARY PROJECTION															
	2024					2025					2026				
	Sept. 30/23	DEPOSITS	DRAWS	INTEREST	PROJECTION DEC. 31/23	DEPOSITS	DRAWS	PROJECTION DEC. 31/24	DEPOSITS	DRAWS	PROJECTION DEC. 31/25	DEPOSITS	DRAWS	PROJECTION DEC. 31/26	TARGET
Capital for General Purpose	28,681,150	0	0	439,502	29,120,652	208,000	0	29,209,307	208,000	0	29,417,307	208,000	0	29,625,307	10,000,000
Specific Purpose Capital Reserves															
Asset Management Plan	3,930,694		(500,000)	61,747	3,492,441	500,000	(500,000)	3,492,441	500,000	(500,000)	3,492,441	500,000	(500,000)	3,492,441	12,000,000
RCMP Rent/Capital Reserve	22,611,872		(9,911,000)	311,628	13,012,500	3,537,500	(16,550,000)	0	0	0	0	0	0	0	Rent Support
RCMP Surplus	2,471,631			38,827	2,510,458	1,287,699		3,798,157			3,798,157			3,798,157	As Reviewed
Fleet - City	10,055,474		(2,733,000)	145,807	7,468,281	4,069,144	(9,223,000)	2,314,425	3,071,644	(3,071,644)	2,314,425	3,071,644	(3,071,644)	2,314,425	3,000,000
Fleet - Codiac Transpo	6,206,981			97,505	6,304,486	255,000	(986,113)	5,573,373	260,100		5,833,473	265,302	(500,000)	5,598,775	1,100,000
Facility Deferred Maintenance	1,190,876		(465,000)	16,510	742,386	465,000	(839,714)	367,672	465,000	(465,000)	367,672	465,000	(465,000)	367,672	1,500,000
Lifecycle	13,341,477		(115,000)	175,771	13,402,248	2,218,503	(1,484,397)	14,136,354	2,218,503	(800,000)	15,554,857	2,235,976	(800,000)	16,990,833	As per policy
Lifecycle (Downtown Centre Facility)	5,324,441		(395,439)	116,737	5,045,739	907,686	(454,401)	5,499,024	907,686	(519,446)	5,887,264	907,686	(577,044)	6,217,906	As per policy
Specific Purpose Capital Reserves	65,133,446	0	(14,119,439)	964,532	51,978,539	13,240,532	(30,037,625)	35,181,446	7,422,933	(5,356,090)	37,248,289	7,445,608	(5,913,688)	38,780,209	
TOTAL GENERAL CAPITAL RESERVES	93,814,596	0	(14,119,439)	1,404,034	81,099,191	13,448,532	(30,037,625)	64,390,753	7,630,933	(5,356,090)	66,665,596	7,653,608	(5,913,688)	68,405,516	

UTILITY FUND RESERVES RESERVE DETAIL SUMMARY PROJECTION															
	2024					2025					2026				
	Sept. 30/23	DEPOSITS	DRAWS	INTEREST	PROJECTION DEC. 31/23	DEPOSITS	DRAWS	PROJECTION DEC. 31/24	DEPOSITS	DRAWS	PROJECTION DEC. 31/25	DEPOSITS	DRAWS	PROJECTION DEC. 31/26	TARGET
Utility Fund: Operating															
Rate stabilization	1,625,171			25,530	1,650,701	10,000		1,660,701	10,000		1,670,701	10,000		1,680,701	1,000,000
TOTAL UTILITY OPERATING RESERVES	1,625,171	0	0	25,530	1,650,701	10,000	0	1,660,701	10,000	0	1,670,701	10,000	0	1,680,701	\$1,000,000
Utility Fund: Capital															
Water & Wastewater unrestricted	15,561,156		(8,480,000)	259,757	7,340,913	35,000		7,375,913	35,000		7,410,913	35,000		7,445,913	10,000,000
Water Meter & Meter Transmitting Unit (MTU)	2,914,288		(190,000)	59,598	2,783,886	920,000	(190,000)	3,513,886	920,000	(190,000)	4,243,886	920,000	(190,000)	4,973,886	2,000,000
Joint-Use Wastewater Treatment Reserve	962,200			20,935	983,135	300,000		1,283,135	300,000		1,583,135	300,000		1,883,135	As per Agreement
TOTAL UTILITY CAPITAL RESERVES	19,437,644	0	(8,670,000)	340,290	11,107,934	1,255,000	(190,000)	12,172,934	1,255,000	(190,000)	13,237,934	1,255,000	(190,000)	14,302,934	\$12,000,000
TOTAL UTILITY FUND RESERVES	21,062,815	0	(8,670,000)	365,820	12,758,635	1,265,000	(190,000)	13,833,635	1,265,000	(190,000)	14,908,635	1,265,000	(190,000)	15,983,635	\$13,000,000

Appendix

Detailed City Budgets by Service Areas

GRANTS

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3450-00 -RENTAL	346,501	346,501	353,431	367,568	374,919	2.73%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	346,501	346,501	353,431	367,568	374,919	2.73%
EXPENSES						
Capital from Operating	44,192	44,192	44,192	44,192	44,192	0.00%
Communication	1,963	1,963	3,926	4,000	4,200	37.99%
Contracts	761,985	761,985	792,828	816,123	840,817	3.45%
Grants	7,321,318	7,321,318	7,844,554	8,033,342	7,821,080	2.28%
Insurance & Property Taxes	19,711	19,711	18,160	18,838	19,544	-0.28%
Maintenance & Repairs	10,290	10,290	11,200	11,200	11,200	2.95%
Supplies & Materials	150,182	150,182	207,369	209,927	212,538	13.84%
NON-LABOUR COSTS	8,309,641	8,309,641	8,922,229	9,137,622	8,953,571	2.58%
TOTAL EXPENSES	8,309,641	8,309,641	8,922,229	9,137,622	8,953,571	2.58%
NET COST	7,963,140	7,963,140	8,568,798	8,770,054	8,578,652	2.58%

Level 2 and 3 Request included in Budget

Additional Cost to Support Ability Transit Services

TOTAL NET COSTS INCLUDED IN BUDGET

2024 BUDGET	2025 BUDGET	2026 BUDGET
500,000	500,000	500,000
500,000	500,000	500,000

GOVERNANCE AND CORPORATE MANAGEMENT

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	1,333,729	1,138,729	1,224,201	1,258,915	1,292,184	-1.04%
LABOUR COSTS	1,333,729	1,138,729	1,224,201	1,258,915	1,292,184	-1.04%
Communication	16,960	16,960	17,800	18,148	18,508	3.04%
Contracts	100,000	100,000	0	0	0	-33.33%
Equipment	2,200	2,200	2,310	2,310	2,310	1.67%
Professional Development	177,152	163,827	180,721	180,721	180,721	0.67%
Professional Services - Other	139,983	207,483	224,232	151,232	150,712	2.55%
Promotional	88,997	78,574	90,776	90,776	90,776	0.67%
Supplies & Materials	23,525	32,454	20,694	20,694	20,694	-4.01%
NON-LABOUR COSTS	548,817	601,498	536,533	463,881	463,721	-5.17%
Transfers/Recoveries	(370,059)	(370,059)	(406,920)	(415,631)	(423,614)	4.82%
RECOVERY	(370,059)	(370,059)	(406,920)	(415,631)	(423,614)	4.82%
TOTAL EXPENSES	1,512,487	1,370,168	1,353,814	1,307,165	1,332,291	-3.97%
NET COST	1,512,487	1,370,168	1,353,814	1,307,165	1,332,291	-3.97%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Internal Audit</i>	<i>(80,405)</i>	<i>(81,064)</i>	<i>(81,500)</i>
<i>Strategic Planning Finalization</i>	<i>75,000</i>	<i>0</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	(5,405)	(81,064)	(81,500)

CORPORATE SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	5,826,720	5,642,054	6,944,307	7,110,092	7,353,719	8.74%
Wages Overtime	45,680	103,500	45,680	45,680	45,680	0.00%
LABOUR COSTS	5,872,400	5,745,554	6,989,987	7,155,772	7,399,399	8.67%
Automation Plan	126,250	126,250	132,564	135,216	137,916	3.08%
Communication	172,564	260,411	181,194	184,796	188,493	3.08%
Contracts	1,749,272	1,962,000	1,823,355	1,987,251	2,176,415	8.14%
Equipment	5,775	5,775	6,064	6,064	6,064	1.67%
Maintenance & Repairs	23,000	23,000	25,300	25,300	25,300	3.33%
Professional Development	282,293	250,123	239,993	240,389	240,817	-4.90%
Professional Services - Other	433,626	554,826	417,536	468,978	470,478	2.83%
Promotional	167,003	129,645	159,041	160,004	160,986	-1.20%
Supplies & Materials	159,141	166,310	229,715	229,902	230,102	14.86%
NON-LABOUR COSTS	3,118,924	3,478,340	3,214,762	3,437,900	3,636,571	5.53%
Transfers/Recoveries	(1,916,288)	(1,916,288)	(2,240,047)	(2,325,345)	(2,405,399)	8.51%
RECOVERY	(1,916,288)	(1,916,288)	(2,240,047)	(2,325,345)	(2,405,399)	8.51%
TOTAL EXPENSES	7,075,036	7,307,606	7,964,702	8,268,327	8,630,571	7.33%
NET COST	7,075,036	7,307,606	7,964,702	8,268,327	8,630,571	7.33%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Corporate Signage</i>	<i>50,000</i>	<i>100,000</i>	<i>100,000</i>
<i>DEI Committee Funds</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>
<i>Employee Events & Corporate Team Building</i>	<i>40,000</i>	<i>40,000</i>	<i>40,000</i>
<i>New Cyber Security Analyst</i>	<i>96,166</i>	<i>100,366</i>	<i>106,110</i>
TOTAL NET COSTS INCLUDED IN BUDGET	211,166	265,366	271,110

LEGAL AND CITY CLERK SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3591-00 -REVENUE-MISC.	2,000	2,000	2,000	2,000	2,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	2,000	2,000	2,000	2,000	2,000	0.00%

EXPENSES

Wages & Benefits	1,283,354	1,066,446	1,374,404	1,409,007	1,455,023	4.46%
Wages Overtime	5,500	5,500	5,500	5,500	5,500	0.00%
LABOUR COSTS	1,288,854	1,071,946	1,379,904	1,414,507	1,460,523	4.44%
Communication	3,305	3,305	3,462	3,534	3,606	3.04%
Professional Development	58,951	59,951	65,900	65,900	65,900	3.93%
Professional Services - Other	222,217	222,217	223,328	223,328	223,328	0.17%
Supplies & Materials	34,744	43,507	36,482	36,482	36,482	1.67%
Uncategorized Expenses	0	1,100	0	0	0	0.00%
NON-LABOUR COSTS	319,217	330,080	329,172	329,244	329,316	1.05%
Transfers/Recoveries	(278,399)	(278,399)	(343,816)	(348,749)	(357,967)	9.53%
RECOVERY	(278,399)	(278,399)	(343,816)	(348,749)	(357,967)	9.53%
TOTAL EXPENSES	1,329,672	1,123,627	1,365,260	1,395,002	1,431,872	2.56%
NET COST	1,327,672	1,121,627	1,363,260	1,393,002	1,429,872	2.57%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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FINANCE SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3221-00 -FEES	0	0	0	0	0	0.00%
3450-00 -RENTAL	16,179	16,179	16,179	18,880	18,880	5.56%
3551-00 -REVENUE-INTEREST	821,598	5,571,598	3,435,080	3,432,179	3,373,412	103.53%
3590-03 -FEES-OTHER - TAX CERTIFICATES	72,000	72,000	72,000	72,000	47,000	-11.57%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	57,377	57,377	64,000	64,000	89,000	18.37%
3591-05 -REVENUE-MISC. - FINANCE	233,853	233,853	237,600	247,104	156,793	-10.98%
3911-00 -PREVIOUS YEARS SURPLUS	18,593	18,593	12,363	0	0	-33.33%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	1,219,600	5,969,600	3,837,222	3,834,163	3,685,085	67.39%

EXPENSES

Wages & Benefits	5,704,163	5,325,813	5,770,840	5,897,283	6,129,686	2.49%
Wages Overtime	74,200	74,200	74,200	74,200	74,200	0.00%
LABOUR COSTS	5,778,363	5,400,013	5,845,040	5,971,483	6,203,886	2.45%
Capital from Operating	1,818,000	1,818,000	5,786,676	7,921,676	7,921,676	111.91%
Communication	15,865	15,865	16,668	17,004	17,341	3.10%
Contingencies	633,545	839,775	823,741	1,113,261	1,354,142	37.91%
Contracts	404,583	440,583	584,133	589,256	370,132	-2.84%
Deposit to Reserves	9,829,685	9,829,685	10,908,005	6,373,005	6,390,478	-11.66%
Equipment	92,400	75,000	97,020	97,020	97,020	1.67%
Fiscal Cost	18,857,412	22,110,312	19,906,095	21,411,367	20,219,139	2.41%
Insurance & Property Taxes	852,387	845,770	897,364	929,946	964,221	4.37%
Maintenance & Repairs	1,176,539	1,323,579	1,404,869	1,404,869	1,389,469	6.03%
Professional Development	87,425	87,425	92,223	92,223	92,223	1.83%
Professional Services - Assessment Costs	2,213,774	2,213,774	2,466,051	2,633,133	2,833,133	9.33%
Professional Services - Other	340,944	303,444	636,767	636,767	216,767	-12.14%
Promotional	515	515	525	525	525	0.65%
Supplies & Materials	1,133,818	1,154,163	1,899,959	1,899,959	1,899,959	22.52%
Utilities	11,352	11,352	11,951	12,604	12,856	4.42%

NON-LABOUR COSTS	37,468,244	41,069,242	45,532,047	45,132,615	43,779,081	5.61%
Transfers/Recoveries	(8,158,616)	(7,826,537)	(9,894,975)	(8,970,689)	(9,077,130)	3.75%
RECOVERY	(8,158,616)	(7,826,537)	(9,894,975)	(8,970,689)	(9,077,130)	3.75%
TOTAL EXPENSES	35,087,991	38,642,718	41,482,112	42,133,409	40,905,837	5.53%
NET COST	33,868,391	32,673,118	37,644,890	38,299,246	37,220,752	3.30%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Digital Transformation Implementation Plan</i>	<i>540,000</i>	<i>540,000</i>	<i>0</i>
<i>Increase Capital from Operating to Support Inflation on Capital Projects</i>	<i>2,400,000</i>	<i>2,400,000</i>	<i>2,400,000</i>
<i>New Mechanic for Fire Equipment</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	2,940,000	2,940,000	2,400,000

OPERATIONS SERVICES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3221-00 -FEES	37,000	37,000	37,000	37,000	37,000	0.00%
3450-00 -RENTAL	61,000	61,000	69,000	69,000	69,000	4.37%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	98,000	98,000	106,000	106,000	106,000	2.72%
EXPENSES						
Wages & Benefits	11,001,842	11,006,214	12,062,482	12,331,410	12,713,560	5.19%
Wages Overtime	297,462	297,462	297,462	297,462	297,462	0.00%
LABOUR COSTS	11,299,304	11,303,676	12,359,944	12,628,872	13,011,022	5.05%
Capital from Operating	6,522,000	6,522,000	6,522,000	6,522,000	6,522,000	0.00%
Communication	187,816	187,816	208,717	212,658	216,702	5.13%
Contracts	8,773,979	8,889,953	9,006,638	9,158,215	9,169,024	1.50%
Deposit to Reserves	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	0.00%
Equipment	199,130	199,130	182,837	182,837	182,837	-2.73%
Insurance & Property Taxes	727,834	727,834	708,930	733,164	758,297	1.40%
Maintenance & Repairs	1,581,383	1,713,728	1,665,290	1,673,213	1,690,698	2.30%
Professional Development	121,808	121,991	127,903	128,132	128,372	1.80%
Promotional	1,213	1,213	1,237	1,237	1,237	0.66%
Supplies & Materials	2,418,145	2,557,177	2,494,525	2,535,339	2,546,326	1.77%
Utilities	3,870,800	3,870,800	4,027,361	4,107,965	4,146,381	2.37%
NON-LABOUR COSTS	25,854,108	26,241,642	26,395,438	26,704,760	26,811,874	1.23%
Transfers/Recoveries	4,014,896	4,014,896	5,521,864	4,701,571	4,735,099	5.98%
RECOVERY	4,014,896	4,014,896	5,521,864	4,701,571	4,735,099	5.98%
TOTAL EXPENSES	41,168,308	41,560,214	44,277,246	44,035,203	44,557,995	2.74%
NET COST	41,070,308	41,462,214	44,171,246	43,929,203	44,451,995	2.74%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>1 FTE - Sidewalk Operations</i>	61,832	63,595	65,234
<i>Conversion of Catch Basin Cleaner to Combination Truck</i>	54,000	0	0
<i>Convert Student Painting Funding to Contract Painting</i>	0	0	0
<i>Impact of Berry Mills Snow Contract Termination</i>	480,000	0	0
<i>Increase BYOD amount from \$30 to \$50</i>	11,520	11,520	11,520
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	(341,375)	(341,375)	(341,375)
<i>Operating Impact - Combination Truck</i>	5,000	5,000	5,000
<i>Operating Impact - Purchase of Mini Loader</i>	40,750	40,750	40,750
<i>Operating Impact - Purchase of Truck for Sign Shop</i>	20,000	20,000	20,000
<i>Purchase of Colpron Trailer</i>	35,000	0	0
<i>Purchase of Colpron Trailer - Operating Cost</i>	8,000	8,000	8,000
<i>Purchase of Mini Loader for Sidewalk Operations</i>	180,000	0	0
<i>Purchase of Truck for Sign Shop</i>	100,000	0	0
<i>Repair of the Salt Dome</i>	25,000	25,000	25,000
<i>Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic</i>	248,307	255,432	262,275
<i>Year-Round Downtown Clean-Up DMCI Funding</i>	300,000	360,000	360,000
TOTAL NET COSTS INCLUDED IN BUDGET	1,228,034	447,922	456,404

CODIAC TRANSP0

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3350-00 -BUS FARES	2,982,846	3,774,279	3,952,534	4,147,534	4,147,534	13.02%
3351-03 -BUS RENTAL - CHARTERS	10,000	26,725	20,000	10,000	10,000	0.00%
3355-00 -SUBSIDY	1,600,263	1,676,502	1,676,502	1,729,400	1,909,061	6.43%
3480-03 -ADVERTISING - GENERAL	116,100	135,000	135,000	135,000	135,000	5.43%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	4,709,209	5,612,506	5,784,036	6,021,934	6,201,595	10.56%

EXPENSES

Wages & Benefits	8,410,997	7,908,151	9,030,351	9,252,145	9,334,053	3.66%
Wages Overtime	207,925	223,334	207,925	207,925	207,925	0.00%
LABOUR COSTS	8,618,922	8,131,485	9,238,276	9,460,070	9,541,978	3.57%
Communication	52,939	62,884	55,601	56,706	57,845	3.09%
Contracts	62,188	94,835	68,420	68,420	68,420	3.34%
Deposit to Reserves	250,000	250,000	255,000	260,100	265,302	2.04%
Insurance & Property Taxes	193,665	186,147	192,199	198,460	204,939	1.94%
Maintenance & Repairs	1,335,748	1,860,068	1,901,630	2,249,768	2,249,768	22.81%
Professional Development	33,109	51,000	36,861	36,861	36,861	3.78%
Professional Services - Other	115,486	115,486	9,960	17,310	17,310	-28.34%
Promotional	97,599	22,379	13,573	9,381	3,651	-32.09%
Supplies & Materials	2,652,284	2,205,617	3,087,956	3,152,198	3,152,198	6.28%
Uncategorized Expenses	0	233	0	0	0	0.00%
Utilities	219,354	248,659	221,962	226,314	230,754	1.73%
NON-LABOUR COSTS	5,012,372	5,097,308	5,843,162	6,275,518	6,287,048	8.48%
Transfers/Recoveries	60,912	60,912	97,017	97,797	98,782	20.72%
RECOVERY	60,912	60,912	97,017	97,797	98,782	20.72%
TOTAL EXPENSES	13,692,206	13,289,705	15,178,455	15,833,385	15,927,808	5.44%

NET COST

8,982,997	7,677,199	9,394,419	9,811,451	9,726,213	2.76%
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Level 2 and 3 Request included in Budget

1 FTE - Operations Supervisor

Codiac Transpo Service Extension

New Mechanic - Codiac Transit Growth

Revenue Matrix

TOTAL NET COSTS INCLUDED IN BUDGET

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
<i>1 FTE - Operations Supervisor</i>	0	0	0
<i>Codiac Transpo Service Extension</i>	237,759	448,043	448,043
<i>New Mechanic - Codiac Transit Growth</i>	101,086	103,974	103,974
<i>Revenue Matrix</i>	0	0	(50,000)
TOTAL NET COSTS INCLUDED IN BUDGET	338,845	552,017	502,017

SUSTAINABLE GROWTH AND DEVELOPMENT SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3222-00 -PAINTING & MARKING (DESIGN HWYS)	41,000	93,891	90,000	90,000	90,000	39.84%
3223-00 -MAINTENANCE (DESIGN HWYS)	634,513	634,513	417,579	417,579	417,579	-11.40%
3224-00 -NATURAL GAS	1,500	0	0	0	0	-33.33%
3225-00 -ENGINEERING FEES	33,400	35,448	34,900	34,400	34,400	1.00%
3226-00 -CURB CUTS	35,125	50,000	40,000	40,000	40,000	4.63%
3511-00 -CRINS	11,500	0	11,500	11,500	11,500	0.00%
3513-71 -PERMIT-OTHERS - PLUMBING	184,260	275,000	184,260	184,260	191,256	1.27%
3513-75 -PERMIT-OTHERS - DEVELOPMENT	199,414	140,295	220,818	238,846	238,846	6.59%
3513-79 -PERMIT - HOT WATER TANK REPLACEMENT	13,000	14,027	13,000	13,000	13,000	0.00%
3513-90 -PERMIT-OTHERS - OTHER	3,500	3,832	3,500	6,000	6,000	23.81%
3516-00 -BUILDING PERMITS	2,062,740	1,900,419	2,062,740	2,062,740	2,062,740	0.00%
3518-00 -SUBDIVISION FEES	75,000	99,301	95,000	95,000	95,000	8.89%
3590-05 -FEES-OTHER - ZONING BY-LAW	48,750	26,955	48,750	48,750	48,750	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	3,343,702	3,273,681	3,222,047	3,242,075	3,249,071	-0.94%

EXPENSES

Wages & Benefits	6,023,652	4,889,173	6,202,984	6,468,482	6,337,303	1.74%
Wages Overtime	8,500	158,154	8,500	8,500	8,500	0.00%
LABOUR COSTS	6,032,152	5,047,327	6,211,484	6,476,982	6,345,803	1.73%
Communication	31,165	39,311	36,513	37,161	37,821	7.12%
Contracts	26,643	40,982	45,000	55,000	55,000	35.48%
Grants	1,568,670	1,568,670	1,805,694	1,932,532	1,260,481	-6.55%
Professional Development	183,309	146,569	199,689	203,780	203,780	3.72%
Professional Services - Other	386,397	503,737	507,359	627,180	362,099	-2.10%

Promotional	132,661	121,161	144,259	144,321	144,321	2.93%
Supplies & Materials	221,310	253,405	231,144	232,102	232,102	1.63%
NON-LABOUR COSTS	2,550,155	2,673,835	2,969,658	3,232,076	2,295,604	-3.33%
Transfers/Recoveries	70,453	79,345	237,895	118,665	119,637	23.27%
RECOVERY	70,453	79,345	237,895	118,665	119,637	23.27%
TOTAL EXPENSES	8,652,760	7,800,507	9,419,037	9,827,723	8,761,044	0.42%
NET COST	5,309,058	4,526,826	6,196,990	6,585,648	5,511,973	1.27%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Active Transportation - Program Funding</i>	30,000	30,000	30,000
<i>Car Share Program</i>	50,000	50,000	30,000
<i>Electric Mobility Strategy</i>	20,000	0	0
<i>Heritage Grant</i>	10,000	10,000	10,000
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	(151,872)	(155,007)	(157,867)
<i>New Junior Transportation Engineer</i>	111,816	116,703	123,326
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	216,934	216,934	216,934
<i>Operating Impact - Two Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	13,500	13,500	13,500
<i>Program Funding - Environment</i>	12,000	12,000	12,000
<i>Revenue Matrix</i>	0	0	(6,996)
<i>Review of Municipal Plan</i>	110,000	200,000	0
<i>Two New Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	120,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	542,378	494,130	270,897

PROTECTIVE SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3220-00 -CONTRIBUTIONS FROM OTHER GOV'T	(52,863)	0	0	0	0	-33.33%
3320-00 -CONTRIBUTION-PROVINCIAL	1,056,984	1,004,121	1,081,142	1,113,800	1,113,800	1.79%
3430-03 -PARKING FEES - MERCHANT	93,750	36,000	75,000	75,000	75,000	-6.67%
3430-08 -PARKING FEES - GENERAL	2,245,652	1,462,850	2,083,624	2,330,269	2,380,049	1.99%
3510-12 -LICENSES - BUSINESS	9,750	300	300	300	300	-32.31%
3510-14 -LICENSES - TAXI	70,340	70,340	71,340	73,335	63,855	-3.07%
3510-15 -LICENSES - PORTABLE SIGNS	7,000	625	625	7,000	7,000	0.00%
3510-16 -FIRE PIT PERMIT	1,000	2,500	2,280	2,280	2,280	42.67%
3520-13 -FINES - PARKING BYLAW	339,000	161,977	161,977	339,000	339,000	0.00%
3591-00 -REVENUE-MISC.	20,500	0	1,000	0	0	-33.33%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	0	10,159	115,250	115,250	115,250	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	3,791,113	2,748,872	3,592,538	4,056,234	4,096,534	2.69%

EXPENSES

Wages & Benefits	15,552,373	15,785,903	17,113,093	17,815,265	18,573,594	6.48%
Wages Overtime	177,571	668,339	177,571	177,571	177,571	0.00%
LABOUR COSTS	15,729,944	16,454,242	17,290,664	17,992,836	18,751,165	6.40%
Communication	113,078	122,972	119,193	114,050	114,950	0.55%
Contracts	2,629,124	2,986,716	3,040,884	3,231,947	3,285,341	8.32%
CRPA	32,036,052	32,036,052	32,307,650	35,602,111	41,120,703	9.45%
Deposit to Reserves	(883,996)	(883,996)	1,287,699	0	0	-33.33%
Equipment	170,697	1,824,962	60,000	60,000	63,937	-20.85%
Grants	0	0	0	0	0	0.00%
Insurance & Property Taxes	425,238	401,327	408,217	421,869	436,013	0.84%
Maintenance & Repairs	788,125	832,593	872,241	880,836	880,836	3.92%
Professional Development	176,951	146,523	185,986	185,986	185,986	1.70%

Professional Services - Other	136,204	86,490	144,676	42,215	33,080	-25.24%
Promotional	9,801	9,036	9,216	9,216	9,216	-1.99%
Supplies & Materials	1,139,504	1,649,516	1,403,324	1,370,136	1,370,136	6.75%
Utilities	312,847	341,941	329,799	336,315	342,968	3.21%
Water Costs	3,638,397	3,800,397	4,114,899	4,159,681	4,574,134	8.57%
NON-LABOUR COSTS	40,692,022	43,354,529	44,283,784	46,414,362	52,417,300	9.60%
Transfers/Recoveries	66,219	90,325	77,795	86,191	(12,022)	-39.38%
RECOVERY	66,219	90,325	77,795	86,191	(12,022)	-39.38%
TOTAL EXPENSES	56,488,185	59,899,096	61,652,243	64,493,389	71,156,443	8.66%
NET COST	52,697,072	57,150,224	58,059,705	60,437,155	67,059,909	9.09%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4 FTEs - Fire Fighter Relievers</i>	<i>326,092</i>	<i>384,588</i>	<i>408,536</i>
<i>Fire Master Plan</i>	<i>100,000</i>	<i>0</i>	<i>0</i>
<i>Life Cycle for Two Fire Trucks - Hazmat, Special Ops & Fire Engine</i>	<i>104,000</i>	<i>104,000</i>	<i>104,000</i>
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	<i>176,680</i>	<i>180,364</i>	<i>183,728</i>
<i>Operating Impact - Quench Buggy</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Revenue Matrix</i>	<i>(1,000)</i>	<i>(1,000)</i>	<i>(1,000)</i>
TOTAL NET COSTS INCLUDED IN BUDGET	705,772	667,952	695,264

COMMUNITY SERVICES

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3221-00 -FEES	170,740	50,753	170,740	170,740	170,740	0.00%
3450-00 -RENTAL	1,205,876	1,279,565	1,228,966	1,245,275	1,266,911	1.69%
3451-00 -FOOD REVENUE	611,050	611,050	611,050	611,050	611,050	0.00%
3452-00 -BEVERAGE - REVENUE	91,950	91,950	91,950	91,950	91,950	0.00%
3453-00 -TICKETING SERVICE	51,100	544,981	700,000	700,000	700,000	423.29%
3454-00 -EQUIPMENT - REVENUE	16,380	16,380	16,380	16,380	16,380	0.00%
3455-00 -CONTRACT SERVICES - REVENUE	53,100	53,100	53,100	53,100	53,100	0.00%
3456-00 -ELECTRICAL - REVENUE	73,550	73,550	73,550	73,550	73,550	0.00%
3470-00 -SPONSORSHIP	15,000	15,000	15,000	15,000	15,000	0.00%
3480-00 -ADVERTISING	63,000	63,000	63,000	63,000	63,000	0.00%
3490-00 -SALES	289,000	520,814	389,000	389,000	389,000	11.53%
3515-00 -CONTRACTUAL OBLIGATIONS	371,423	371,423	378,851	386,428	394,157	2.04%
3570-03 -COMMISSION - ATM	26,496	26,496	26,496	26,496	26,496	0.00%
3591-00 -REVENUE-MISC.	0	2,400,000	2,462,000	2,462,000	2,462,000	0.00%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	41,000	41,000	41,000	41,000	41,000	0.00%
3713-00 -ADMISSIONS	1,799,343	1,799,343	1,961,254	2,123,165	2,123,165	6.00%
3716-08 -PONY RIDES	52,000	52,000	52,000	52,000	52,000	0.00%
3716-13 -SALE OF FEED	22,300	22,300	22,300	22,300	22,300	0.00%
3751-00 -REVENUE-PROG ASSISTANCE	35,455	75,355	35,455	35,455	35,455	0.00%
3910-00 -GRANT	60,000	70,000	60,000	60,000	60,000	0.00%
3990-00 -GROSS REVENUE	149,505	149,505	153,950	153,950	153,950	0.99%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	5,198,268	8,327,565	8,606,042	8,791,839	8,821,204	23.23%
EXPENSES						
Wages & Benefits	6,559,458	6,306,631	7,136,251	7,297,748	7,501,870	4.79%
Wages Overtime	41,590	49,616	41,590	41,590	41,590	0.00%

LABOUR COSTS	6,601,048	6,356,247	7,177,841	7,339,338	7,543,460	4.76%
Communication	68,191	68,191	71,612	72,704	73,808	2.75%
Contracts	467,746	563,646	660,223	649,223	653,223	13.22%
Deposit to Reserves	907,686	907,686	907,686	907,686	907,686	0.00%
Equipment	33,449	33,449	30,371	30,371	30,371	-3.07%
Fiscal Cost	2,159,000	2,159,000	2,159,000	2,159,000	2,159,000	0.00%
Grants	45,000	45,000	45,000	45,000	45,000	0.00%
Insurance & Property Taxes	632,227	637,192	642,011	669,490	698,259	3.48%
Maintenance & Repairs	798,533	778,733	889,783	889,783	889,783	3.81%
Professional Development	125,910	125,910	132,209	132,209	132,209	1.67%
Professional Services - Other	54,600	54,600	267,332	267,332	267,332	129.87%
Promotional	1,026,261	3,426,261	3,592,318	3,569,818	3,569,818	82.62%
Supplies & Materials	1,689,201	2,985,688	2,418,888	2,418,888	2,418,888	14.40%
Utilities	936,991	936,991	963,140	982,421	1,002,067	2.32%
NON-LABOUR COSTS	8,944,795	12,722,347	12,779,573	12,793,925	12,847,444	14.54%
Transfers/Recoveries	486,065	486,065	430,563	420,316	423,381	-4.30%
RECOVERY	486,065	486,065	430,563	420,316	423,381	-4.30%
TOTAL EXPENSES	16,031,908	19,564,659	20,387,977	20,553,579	20,814,285	9.94%
NET COST	10,833,640	11,237,094	11,781,935	11,761,740	11,993,081	3.57%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Additional Funding - Polar Fest</i>	15,000	25,000	25,000
<i>Aquatic Program Funding</i>	45,000	45,000	45,000
<i>Convert Casuals to 7 FTE</i>	383,940	402,005	423,223
<i>Increase Funding - Block Party</i>	10,000	10,000	10,000
<i>Increase Scheduling Fees Nustadia</i>	10,000	10,000	10,000
<i>Lifeguard Equipment Renewal</i>	15,000	0	0
<i>New Visitor Information Kiosk/Area at Airport Partnership with DMO</i>	32,500	0	0
<i>Operating Impact - Purchase of Salter Unit</i>	3,000	3,000	3,000
<i>Operating Impact - Quench Buggy</i>	0	0	0
<i>Program funds for All Wheels Park</i>	50,000	52,000	54,000
<i>Purchase of Salter Unit</i>	15,000	0	0
<i>Revenue Matrix</i>	(167,911)	(329,822)	(351,458)
TOTAL NET COSTS INCLUDED IN BUDGET	411,529	217,183	218,765

INTERNAL TRANSFERS

REVENUES

3911-00 -PREVIOUS YEARS SURPLUS
 3999-99 -REVENUES

TOTAL REVENUES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
	(199,545)	(199,545)	(600,579)	0	0	-33.33%
	0	0	0	0	0	0.00%
TOTAL REVENUES	(199,545)	(199,545)	(600,579)	0	0	-33.33%
NET COST	199,545	199,545	600,579	0	0	-33.33%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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MUNICIPAL LEVY

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3103-03 -WARRANT - GENERAL	168,249,168	168,249,168	185,162,058	189,274,633	195,291,905	5.36%
3620-00 -GRANT UNCONDITIONAL	2,586,440	2,586,440	1,939,830	1,289,908	644,954	-25.02%
3910-05 -GRANT - FEDERAL	3,738	3,738	(1,550)	(1,550)	(1,550)	-47.16%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	170,839,346	170,839,346	187,100,338	190,562,991	195,935,309	4.90%
NET COST	(170,839,346)	(170,839,346)	(187,100,338)	(190,562,991)	(195,935,309)	4.90%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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OPERATIONS SERVICES - UTILITIES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% AVE ANN INC
3244-08 -COMMERCIAL	11,273,354	11,734,784	12,598,553	12,838,555	12,904,511	4.82%
3244-11 -FIREMAINS	29,200	29,200	30,000	31,000	32,000	3.20%
3244-12 -HYDRANTS	98,882	98,882	98,882	99,882	100,882	0.67%
3244-23 -OTHER MUNICIPALITIES	2,790,837	3,125,021	3,119,760	3,182,155	3,321,059	6.33%
3244-25 -GREATER MONCTON WASTEWATER COMMISSION	8,638,350	8,747,000	9,146,970	9,329,909	9,395,883	2.92%
3244-30 -RESIDENTIAL	14,072,824	14,118,376	14,677,853	14,963,135	15,138,305	2.52%
3450-00 -RENTAL	6,600	6,600	6,000	6,000	6,000	-3.03%
3490-00 -SALES	7,000	7,000	7,000	7,000	7,000	0.00%
3551-00 -REVENUE-INTEREST	290,000	270,000	270,000	270,000	270,000	-2.30%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	24,068	24,068	26,213	26,213	26,213	2.97%
3592-00 -FIRE PROTECTION-CITY	3,638,397	3,800,397	4,114,899	4,159,681	4,574,134	8.57%
3594-00 -HIGH STRENGTH SURCHARGE	72,000	72,000	78,000	80,000	82,000	4.63%
3911-00 -PREVIOUS YEARS SURPLUS	179,292	179,292	402,648	0	0	-33.33%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	41,120,804	42,212,620	44,576,778	44,993,530	45,857,987	3.84%

EXPENSES

Wages & Benefits	4,053,333	3,886,750	4,375,779	4,488,539	4,629,128	4.74%
Wages Overtime	59,000	69,000	59,000	59,000	59,000	0.00%
LABOUR COSTS	4,112,333	3,955,750	4,434,779	4,547,539	4,688,128	4.67%
Capital from Operating	600,000	600,000	2,727,829	2,727,829	2,727,829	118.21%
Communication	37,369	38,025	39,140	39,871	40,626	2.91%
Contracts	13,004,943	13,438,412	14,301,005	14,259,661	14,429,247	3.65%
Deposit to Reserves	1,512,526	1,512,526	1,265,000	1,265,000	1,265,000	-5.46%

Equipment	641,793	649,896	609,236	628,745	658,552	0.87%
Fiscal Cost	13,849,307	13,820,327	13,156,693	13,441,388	13,747,576	-0.24%
Insurance & Property Taxes	245,767	248,706	259,937	270,268	281,064	4.79%
Maintenance & Repairs	112,100	401,100	123,948	90,348	107,348	-1.41%
Professional Development	68,279	77,250	98,802	98,802	98,802	14.90%
Professional Services - Other	45,000	30,000	45,000	45,000	45,000	0.00%
Promotional	15,000	2,000	15,000	15,000	15,000	0.00%
Supplies & Materials	782,008	1,075,874	1,009,535	938,744	940,467	6.75%
Utilities	866,641	860,856	881,774	899,348	917,002	1.94%
NON-LABOUR COSTS	31,780,733	32,754,972	34,532,899	34,720,004	35,273,513	3.66%
Transfers/Recoveries	5,227,738	5,290,162	5,609,100	5,725,987	5,896,346	4.26%
RECOVERY	5,227,738	5,290,162	5,609,100	5,725,987	5,896,346	4.26%
TOTAL EXPENSES	41,120,804	42,000,884	44,576,778	44,993,530	45,857,987	3.84%
NET COST	0	(211,736)	0	0	0	0.00%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4x4/UTV and Snow Tracks</i>	37,750	7,750	7,750
<i>Asphalt Recycler - 10-ton Capacity Bagella</i>	83,500	(130,000)	(130,000)
<i>Backflow/Private Hydrant/FOG (Fat Oil Grease) Software</i>	35,000	15,000	15,000
<i>Diesel Pump Repair - Highfield Pumping Station</i>	20,000	0	0
<i>Fencing for 14 Lift Station Locations</i>	50,000	50,000	50,000
<i>Generator Wiring Connectors</i>	15,000	0	0
<i>Hydrant Signage and Markers</i>	25,000	25,000	25,000
<i>Lift Station Pump Upgrades</i>	60,000	60,000	60,000
<i>New Boat and Hauling Trailer</i>	11,500	1,500	1,500
<i>New Dump Trailer</i>	11,500	1,500	1,500
<i>New Storage Tank - Reservoir Generators</i>	25,000	0	0
<i>New Utility Operator 1 / Labourer 1</i>	80,343	82,653	84,852
<i>New Utility Trailer</i>	9,500	1,500	1,500
<i>Operator Training</i>	20,000	20,000	20,000
<i>Revenue Matrix</i>	(13,620)	(13,620)	(13,620)
<i>Utility User Fee Charges</i>	(862,190)	(862,190)	(862,190)
TOTAL NET COSTS INCLUDED IN BUDGET	(391,717)	(740,907)	(738,708)

Detailed City Budgets by Responsibilities

GRANTS ENVIRONMENTAL DEVELOPMENT

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
Grants	3,364,997	3,364,997	3,047,779	3,238,787	2,948,332	-4.13%
NON-LABOUR COSTS	3,364,997	3,364,997	3,047,779	3,238,787	2,948,332	-4.13%
TOTAL EXPENSES	3,364,997	3,364,997	3,047,779	3,238,787	2,948,332	-4.13%
NET COST	3,364,997	3,364,997	3,047,779	3,238,787	2,948,332	-4.13%

Level 2 and 3 Request included in Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET

GRANTS PROTECTIVE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Grants	320,697	320,697	349,322	355,718	362,243	4.32%
NON-LABOUR COSTS	320,697	320,697	349,322	355,718	362,243	4.32%
TOTAL EXPENSES	320,697	320,697	349,322	355,718	362,243	4.32%
NET COST	320,697	320,697	349,322	355,718	362,243	4.32%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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GRANTS RECREATIONAL AND CULTURAL

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	346,501	346,501	353,431	367,568	374,919	2.73%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	346,501	346,501	353,431	367,568	374,919	2.73%

EXPENSES

Capital from Operating	44,192	44,192	44,192	44,192	44,192	0.00%
Communication	1,963	1,963	3,926	4,000	4,200	37.99%
Contracts	761,985	761,985	792,828	816,123	840,817	3.45%
Grants	2,864,926	2,864,926	3,103,014	3,074,604	3,123,190	3.00%
Insurance & Property Taxes	19,711	19,711	18,160	18,838	19,544	-0.28%
Maintenance & Repairs	10,290	10,290	11,200	11,200	11,200	2.95%
Supplies & Materials	150,182	150,182	207,369	209,927	212,538	13.84%
NON-LABOUR COSTS	3,853,249	3,853,249	4,180,689	4,178,884	4,255,681	3.48%
TOTAL EXPENSES	3,853,249	3,853,249	4,180,689	4,178,884	4,255,681	3.48%

NET COST

NET COST	3,506,748	3,506,748	3,827,258	3,811,316	3,880,762	3.56%
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Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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GRANTS TRANSPORTATION

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Grants

NON-LABOUR COSTS

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
Grants	770,698	770,698	1,344,439	1,364,233	1,387,315	26.67%
NON-LABOUR COSTS	770,698	770,698	1,344,439	1,364,233	1,387,315	26.67%
TOTAL EXPENSES	770,698	770,698	1,344,439	1,364,233	1,387,315	26.67%
NET COST	770,698	770,698	1,344,439	1,364,233	1,387,315	26.67%

Level 2 and 3 Request included in Budget

Additional Cost to Support Ability Transit Services

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Additional Cost to Support Ability Transit Services</i>	<i>500,000</i>	<i>500,000</i>	<i>500,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	500,000	500,000	500,000

CHIEF ADMINISTRATIVE OFFICER'S OFFICE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	516,574	327,238	387,491	395,458	402,738	-7.35%
LABOUR COSTS	516,574	327,238	387,491	395,458	402,738	-7.35%
Communication	1,976	1,976	2,072	2,108	2,155	3.02%
Professional Development	17,759	6,225	13,357	13,357	13,357	-8.26%
Professional Services - Other	2,000	50,000	137,100	64,100	64,000	1033.33%
Promotional	2,060	2,060	2,101	2,101	2,101	0.66%
Supplies & Materials	12,951	17,816	9,592	9,592	9,592	-8.65%
NON-LABOUR COSTS	36,746	78,077	164,222	91,258	91,205	49.40%
Transfers/Recoveries	(86,596)	(86,596)	(111,462)	(113,593)	(115,127)	10.98%
RECOVERY	(86,596)	(86,596)	(111,462)	(113,593)	(115,127)	10.98%
TOTAL EXPENSES	466,724	318,719	440,251	373,123	378,816	-6.28%
NET COST	466,724	318,719	440,251	373,123	378,816	-6.28%

Level 2 and 3 Request included in Budget

Internal Audit

Strategic Planning Finalization

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Internal Audit</i>	<i>(80,405)</i>	<i>(81,064)</i>	<i>(81,500)</i>
<i>Strategic Planning Finalization</i>	<i>75,000</i>	<i>0</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	(5,405)	(81,064)	(81,500)

MAYOR AND COUNCIL

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	704,683	700,916	719,176	743,571	767,404	2.97%
LABOUR COSTS	704,683	700,916	719,176	743,571	767,404	2.97%
Communication	14,412	14,412	15,132	15,432	15,733	3.06%
Equipment	2,200	2,200	2,310	2,310	2,310	1.67%
Professional Development	152,393	150,602	160,014	160,014	160,014	1.67%
Professional Services - Other	85,483	104,983	84,507	84,507	84,507	-0.38%
Promotional	81,787	71,364	83,422	83,422	83,422	0.67%
Supplies & Materials	8,106	12,170	8,511	8,511	8,511	1.67%
NON-LABOUR COSTS	344,381	355,731	353,896	354,196	354,497	0.98%
Transfers/Recoveries	(257,855)	(257,855)	(268,268)	(274,375)	(280,475)	2.92%
RECOVERY	(257,855)	(257,855)	(268,268)	(274,375)	(280,475)	2.92%
TOTAL EXPENSES	791,209	798,792	804,804	823,392	841,426	2.12%
NET COST	791,209	798,792	804,804	823,392	841,426	2.12%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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SPECIAL PROJECTS AND INTERGOVERNMENTAL AFFAIRS

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	112,472	110,575	117,534	119,886	122,042	2.84%
LABOUR COSTS	112,472	110,575	117,534	119,886	122,042	2.84%
Communication	572	572	596	608	620	2.80%
Contracts	100,000	100,000	0	0	0	-33.33%
Professional Development	7,000	7,000	7,350	7,350	7,350	1.67%
Professional Services - Other	52,500	52,500	2,625	2,625	2,205	-31.93%
Promotional	5,150	5,150	5,253	5,253	5,253	0.67%
Supplies & Materials	2,468	2,468	2,591	2,591	2,591	1.66%
NON-LABOUR COSTS	167,690	167,690	18,415	18,427	18,019	-29.75%
Transfers/Recoveries	(25,608)	(25,608)	(27,190)	(27,663)	(28,012)	3.13%
RECOVERY	(25,608)	(25,608)	(27,190)	(27,663)	(28,012)	3.13%
TOTAL EXPENSES	254,554	252,657	108,759	110,650	112,049	-18.66%
NET COST	254,554	252,657	108,759	110,650	112,049	-18.66%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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CORPORATE COMMUNICATIONS

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

Wages Overtime

LABOUR COSTS

Communication

Professional Development

Professional Services - Other

Promotional

Supplies & Materials

NON-LABOUR COSTS

Transfers/Recoveries

RECOVERY

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
Wages & Benefits	834,080	793,123	866,771	888,432	920,806	3.47%
Wages Overtime	15,000	1,500	15,000	15,000	15,000	0.00%
LABOUR COSTS	849,080	794,623	881,771	903,432	935,806	3.40%
Communication	5,932	5,932	6,232	6,352	6,484	3.10%
Professional Development	15,154	15,154	16,491	16,713	16,941	3.93%
Professional Services - Other	230,826	230,826	280,826	332,268	333,768	14.87%
Promotional	153,612	112,645	145,382	146,345	147,327	-1.36%
Supplies & Materials	53,600	55,600	95,031	95,218	95,418	26.01%
NON-LABOUR COSTS	459,124	420,157	543,962	596,896	599,938	10.22%
Transfers/Recoveries	(257,813)	(257,813)	(269,347)	(300,066)	(307,149)	6.38%
RECOVERY	(257,813)	(257,813)	(269,347)	(300,066)	(307,149)	6.38%
TOTAL EXPENSES	1,050,391	956,967	1,156,386	1,200,262	1,228,595	5.66%
NET COST	1,050,391	956,967	1,156,386	1,200,262	1,228,595	5.66%

Level 2 and 3 Request included in Budget

Corporate Signage

Employee Events & Corporate Team Building

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Corporate Signage</i>	<i>50,000</i>	<i>100,000</i>	<i>100,000</i>
<i>Employee Events & Corporate Team Building</i>	<i>40,000</i>	<i>40,000</i>	<i>40,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	90,000	140,000	140,000

CORPORATE SERVICES ADMIN

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

LABOUR COSTS

Communication

Professional Development

Supplies & Materials

NON-LABOUR COSTS

Transfers/Recoveries

RECOVERY

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
<hr/>						
Wages & Benefits	193,406	196,832	207,019	211,366	215,352	3.78%
LABOUR COSTS	193,406	196,832	207,019	211,366	215,352	3.78%
Communication	1,112	1,112	1,160	1,184	1,208	2.88%
Professional Development	4,207	4,207	6,271	6,445	6,645	19.32%
Supplies & Materials	2,481	2,481	2,481	2,481	2,481	0.00%
NON-LABOUR COSTS	7,800	7,800	9,912	10,110	10,334	10.83%
Transfers/Recoveries	(39,478)	(39,478)	(43,386)	(44,295)	(45,137)	4.78%
RECOVERY	(39,478)	(39,478)	(43,386)	(44,295)	(45,137)	4.78%
TOTAL EXPENSES	161,728	165,154	173,545	177,181	180,549	3.88%
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NET COST	161,728	165,154	173,545	177,181	180,549	3.88%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET

CUSTOMER SERVICE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	106,407	109,750	733,781	753,780	772,886	208.78%
Wages Overtime	13,680	85,000	13,680	13,680	13,680	0.00%
LABOUR COSTS	120,087	194,750	747,461	767,460	786,566	185.00%
Communication	3,313	3,313	3,481	3,542	3,614	3.03%
Contracts	15,000	1,000	15,000	15,000	15,000	0.00%
Professional Development	8,575	8,575	8,654	8,654	8,654	0.31%
Supplies & Materials	14,831	7,000	14,831	14,831	14,831	0.00%
NON-LABOUR COSTS	41,719	19,888	41,966	42,027	42,099	0.30%
Transfers/Recoveries	(49,890)	(49,890)	(236,828)	(242,846)	(248,599)	132.76%
RECOVERY	(49,890)	(49,890)	(236,828)	(242,846)	(248,599)	132.76%
TOTAL EXPENSES	111,916	164,748	552,599	566,641	580,066	139.43%
NET COST	111,916	164,748	552,599	566,641	580,066	139.43%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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HUMAN RESOURCES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	1,418,829	1,299,306	1,599,540	1,631,664	1,665,534	5.80%
Wages Overtime	2,000	2,000	2,000	2,000	2,000	0.00%
LABOUR COSTS	1,420,829	1,301,306	1,601,540	1,633,664	1,667,534	5.79%
Communication	3,912	3,912	4,104	4,188	4,272	3.07%
Professional Development	184,706	159,832	136,282	136,282	136,282	-8.74%
Professional Services - Other	202,800	324,000	136,710	136,710	136,710	-10.86%
Promotional	13,391	17,000	13,659	13,659	13,659	0.67%
Supplies & Materials	48,250	62,000	75,663	75,663	75,663	18.94%
NON-LABOUR COSTS	453,059	566,744	366,418	366,502	366,586	-6.36%
Transfers/Recoveries	(332,550)	(332,550)	(388,592)	(400,033)	(406,824)	7.44%
RECOVERY	(332,550)	(332,550)	(388,592)	(400,033)	(406,824)	7.44%
TOTAL EXPENSES	1,541,338	1,535,500	1,579,366	1,600,133	1,627,296	1.86%
NET COST	1,541,338	1,535,500	1,579,366	1,600,133	1,627,296	1.86%

Level 2 and 3 Request included in Budget

DEI Committee Funds

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>DEI Committee Funds</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	25,000	25,000	25,000

INFORMATION STEERING

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Automation Plan	126,250	126,250	132,564	135,216	137,916	3.08%
Communication	140,711	140,711	147,755	150,707	153,719	3.08%
Contracts	1,734,272	1,961,000	1,808,355	1,972,251	2,161,415	8.21%
Maintenance & Repairs	23,000	23,000	25,300	25,300	25,300	3.33%
NON-LABOUR COSTS	2,024,233	2,250,961	2,113,974	2,283,474	2,478,350	7.48%
Transfers/Recoveries	(565,292)	(565,292)	(591,911)	(611,420)	(641,227)	4.48%
RECOVERY	(565,292)	(565,292)	(591,911)	(611,420)	(641,227)	4.48%
TOTAL EXPENSES	1,458,941	1,685,669	1,522,063	1,672,054	1,837,123	8.64%

NET COST

NET COST	1,458,941	1,685,669	1,522,063	1,672,054	1,837,123	8.64%
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Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET
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INFORMATION SYSTEMS ADMINISTRATION

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	2,824,621	2,791,838	3,056,819	3,134,872	3,280,363	5.38%
Wages Overtime	15,000	15,000	15,000	15,000	15,000	0.00%
LABOUR COSTS	2,839,621	2,806,838	3,071,819	3,149,872	3,295,363	5.35%
Communication	17,153	105,000	18,007	18,356	18,717	3.04%
Equipment	5,775	5,775	6,064	6,064	6,064	1.67%
Professional Development	52,871	52,871	55,515	55,515	55,515	1.67%
Supplies & Materials	34,729	34,729	36,459	36,459	36,459	1.66%
NON-LABOUR COSTS	110,528	198,375	116,045	116,394	116,755	1.88%
Transfers/Recoveries	(578,586)	(578,586)	(609,411)	(624,190)	(652,206)	4.24%
RECOVERY	(578,586)	(578,586)	(609,411)	(624,190)	(652,206)	4.24%
TOTAL EXPENSES	2,371,563	2,426,627	2,578,453	2,642,076	2,759,912	5.46%
NET COST	2,371,563	2,426,627	2,578,453	2,642,076	2,759,912	5.46%

Level 2 and 3 Request included in Budget

New Cyber Security Analyst

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>New Cyber Security Analyst</i>	<i>96,166</i>	<i>100,366</i>	<i>106,110</i>
TOTAL NET COSTS INCLUDED IN BUDGET	96,166	100,366	106,110

STRATEGIC INITIATIVES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	449,377	451,205	480,377	489,978	498,778	3.66%
LABOUR COSTS	449,377	451,205	480,377	489,978	498,778	3.66%
Communication	431	431	455	467	479	3.71%
Professional Development	16,780	9,484	16,780	16,780	16,780	0.00%
Supplies & Materials	5,250	4,500	5,250	5,250	5,250	0.00%
NON-LABOUR COSTS	22,461	14,415	22,485	22,497	22,509	0.07%
Transfers/Recoveries	(92,679)	(92,679)	(100,572)	(102,495)	(104,257)	4.16%
RECOVERY	(92,679)	(92,679)	(100,572)	(102,495)	(104,257)	4.16%
TOTAL EXPENSES	379,159	372,941	402,290	409,980	417,030	3.33%
NET COST	379,159	372,941	402,290	409,980	417,030	3.33%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET
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CITY CLERK

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	436,444	430,698	458,014	468,790	485,484	3.75%
Wages Overtime	5,000	5,000	5,000	5,000	5,000	0.00%
LABOUR COSTS	441,444	435,698	463,014	473,790	490,484	3.70%
Communication	1,044	1,044	1,092	1,116	1,140	3.07%
Professional Development	13,032	14,032	17,684	17,684	17,684	11.90%
Supplies & Materials	12,831	12,831	13,473	13,473	13,473	1.67%
Uncategorized Expenses	0	1,100	0	0	0	0.00%
NON-LABOUR COSTS	26,907	29,007	32,249	32,273	32,297	6.68%
Transfers/Recoveries	(92,849)	(92,849)	(99,053)	(101,212)	(104,556)	4.20%
RECOVERY	(92,849)	(92,849)	(99,053)	(101,212)	(104,556)	4.20%
TOTAL EXPENSES	375,502	371,856	396,210	404,851	418,225	3.79%
NET COST	375,502	371,856	396,210	404,851	418,225	3.79%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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LEGAL

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3591-00 -REVENUE-MISC.	2,000	2,000	2,000	2,000	2,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	2,000	2,000	2,000	2,000	2,000	0.00%

EXPENSES

Wages & Benefits	846,910	635,748	916,390	940,217	969,539	4.83%
Wages Overtime	500	500	500	500	500	0.00%
LABOUR COSTS	847,410	636,248	916,890	940,717	970,039	4.82%
Communication	2,261	2,261	2,370	2,418	2,466	3.02%
Professional Development	45,919	45,919	48,216	48,216	48,216	1.67%
Professional Services - Other	222,217	222,217	223,328	223,328	223,328	0.17%
Supplies & Materials	21,913	30,676	23,009	23,009	23,009	1.67%
NON-LABOUR COSTS	292,310	301,073	296,923	296,971	297,019	0.54%
Transfers/Recoveries	(185,550)	(185,550)	(244,763)	(247,537)	(253,411)	12.19%
RECOVERY	(185,550)	(185,550)	(244,763)	(247,537)	(253,411)	12.19%
TOTAL EXPENSES	954,170	751,771	969,050	990,151	1,013,647	2.08%
NET COST	952,170	749,771	967,050	988,151	1,011,647	2.08%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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CENTRAL STORES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	280,823	281,341	289,499	296,926	306,683	3.07%
Wages Overtime	3,200	3,200	3,200	3,200	3,200	0.00%
LABOUR COSTS	284,023	284,541	292,699	300,126	309,883	3.03%
Communication	357	357	380	392	404	4.39%
Contracts	275	275	299	334	334	7.15%
Insurance & Property Taxes	2,275	2,275	2,621	2,778	2,945	9.82%
Maintenance & Repairs	16,579	16,579	17,959	17,959	17,959	2.77%
Professional Development	806	806	846	846	846	1.65%
Supplies & Materials	5,763	5,763	6,050	6,050	6,050	1.66%
Utilities	11,352	11,352	11,951	12,604	12,856	4.42%
NON-LABOUR COSTS	37,407	37,407	40,106	40,963	41,394	3.55%
Transfers/Recoveries	(53,711)	(53,711)	(54,187)	(55,475)	(62,622)	5.53%
RECOVERY	(53,711)	(53,711)	(54,187)	(55,475)	(62,622)	5.53%
TOTAL EXPENSES	267,719	268,237	278,618	285,614	288,655	2.61%
NET COST	267,719	268,237	278,618	285,614	288,655	2.61%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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FINANCE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	16,179	16,179	16,179	18,880	18,880	5.56%
3551-00 -REVENUE-INTEREST	71,598	71,598	69,168	66,267	7,500	-29.84%
3590-03 -FEES-OTHER - TAX CERTIFICATES	72,000	72,000	72,000	72,000	47,000	-11.57%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	57,377	57,377	64,000	64,000	89,000	18.37%
3591-05 -REVENUE-MISC. - FINANCE	233,853	233,853	237,600	247,104	156,793	-10.98%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	451,007	451,007	458,947	468,251	319,173	-9.74%

EXPENSES

Wages & Benefits	2,419,571	2,236,262	2,492,743	2,560,271	2,662,795	3.35%
Wages Overtime	9,000	9,000	9,000	9,000	9,000	0.00%
LABOUR COSTS	2,428,571	2,245,262	2,501,743	2,569,271	2,671,795	3.34%
Communication	1,693	1,693	1,777	1,813	1,849	3.07%
Contracts	0	0	220,000	220,000	0	0.00%
Professional Development	37,003	37,003	39,274	39,274	39,274	2.05%
Supplies & Materials	26,055	26,055	29,190	29,190	29,190	4.01%
NON-LABOUR COSTS	64,751	64,751	290,241	290,277	70,313	2.86%
Transfers/Recoveries	(982,406)	(982,406)	(1,074,930)	(1,102,502)	(1,130,821)	5.04%
RECOVERY	(982,406)	(982,406)	(1,074,930)	(1,102,502)	(1,130,821)	5.04%
TOTAL EXPENSES	1,510,916	1,327,607	1,717,054	1,757,046	1,611,287	2.21%
NET COST	1,059,909	876,600	1,258,107	1,288,795	1,292,114	7.30%

Level 2 and 3 Request included in Budget

Digital Transformation Implementation Plan

TOTAL NET COSTS INCLUDED IN BUDGET

2024	2025	2026
BUDGET	BUDGET	BUDGET
<i>220,000</i>	<i>220,000</i>	<i>0</i>
220,000	220,000	0

FISCAL SERVICES (EXCLUDING DOWNTOWN CENTRE)

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3551-00 -REVENUE-INTEREST	750,000	5,500,000	3,365,912	3,365,912	3,365,912	116.26%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	750,000	5,500,000	3,365,912	3,365,912	3,365,912	116.26%

EXPENSES

Capital from Operating	0	0	1,568,676	3,703,676	3,703,676	0.00%
Fiscal Cost	18,857,412	22,110,312	19,906,095	21,411,367	20,219,139	2.41%
NON-LABOUR COSTS	18,857,412	22,110,312	21,474,771	25,115,043	23,922,815	8.95%
TOTAL EXPENSES	18,857,412	22,110,312	21,474,771	25,115,043	23,922,815	8.95%
NET COST	18,107,412	16,610,312	18,108,859	21,749,131	20,556,903	4.51%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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FLEET

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3221-00 -FEES	0	0	0	0	0	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	1,122,482	991,584	1,090,484	1,126,156	1,200,465	2.32%
Wages Overtime	59,000	59,000	59,000	59,000	59,000	0.00%
LABOUR COSTS	1,181,482	1,050,584	1,149,484	1,185,156	1,259,465	2.20%
Communication	13,693	13,693	14,377	14,665	14,954	3.07%
Contracts	38,960	38,960	42,859	43,711	44,587	4.81%
Deposit to Reserves	2,928,532	2,928,532	4,069,144	3,071,644	3,071,644	1.63%
Equipment	92,400	75,000	97,020	97,020	97,020	1.67%
Insurance & Property Taxes	181,617	175,000	178,796	184,160	189,684	1.48%
Maintenance & Repairs	1,159,960	1,307,000	1,386,910	1,386,910	1,371,510	6.08%
Professional Development	18,900	18,900	19,845	19,845	19,845	1.67%
Professional Services - Other	37,500	0	0	0	0	-33.33%
Supplies & Materials	1,551,999	1,504,344	1,798,564	1,798,564	1,798,564	5.30%
NON-LABOUR COSTS	6,023,561	6,061,429	7,607,515	6,616,519	6,607,808	3.23%
Transfers/Recoveries	(7,040,183)	(7,014,183)	(8,681,962)	(7,726,472)	(7,791,864)	3.56%
RECOVERY	(7,040,183)	(7,014,183)	(8,681,962)	(7,726,472)	(7,791,864)	3.56%
TOTAL EXPENSES	164,860	97,830	75,037	75,203	75,409	-18.09%
NET COST	164,860	97,830	75,037	75,203	75,409	-18.09%

OTHER ADMIN

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3911-00 -PREVIOUS YEARS SURPLUS	18,593	18,593	12,363	0	0	-33.33%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	18,593	18,593	12,363	0	0	-33.33%

EXPENSES

Wages & Benefits	1,346,389	1,346,389	1,346,389	1,346,389	1,361,353	0.37%
LABOUR COSTS	1,346,389	1,346,389	1,346,389	1,346,389	1,361,353	0.37%
Capital from Operating	1,818,000	1,818,000	4,218,000	4,218,000	4,218,000	44.00%
Contingencies	633,545	839,775	823,741	1,113,261	1,354,142	37.91%
Contracts	365,348	401,348	320,975	325,211	325,211	-3.66%
Deposit to Reserves	6,901,153	6,901,153	6,838,861	3,301,361	3,318,834	-17.30%
Insurance & Property Taxes	668,495	668,495	715,947	743,008	771,592	5.14%
Professional Development	24,845	24,845	26,093	26,093	26,093	1.67%
Professional Services - Assessment Costs	2,213,774	2,213,774	2,466,051	2,633,133	2,833,133	9.33%
Professional Services - Other	303,444	303,444	636,767	636,767	216,767	-9.52%
Supplies & Materials	(455,459)	(387,459)	60,422	60,422	60,422	-37.76%
NON-LABOUR COSTS	12,473,145	12,783,375	16,106,857	13,057,256	13,124,194	1.74%
Transfers/Recoveries	10,506	316,585	10,769	11,038	11,314	2.56%
RECOVERY	10,506	316,585	10,769	11,038	11,314	2.56%
TOTAL EXPENSES	13,830,040	14,446,349	17,464,015	14,414,683	14,496,861	1.61%
NET COST	13,811,447	14,427,756	17,451,652	14,414,683	14,496,861	1.65%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Digital Transformation Implementation Plan</i>	<i>320,000</i>	<i>320,000</i>	<i>0</i>
<i>Increase Capital from Operating to Support Inflation on Capital Projects</i>	<i>2,400,000</i>	<i>2,400,000</i>	<i>2,400,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	2,720,000	2,720,000	2,400,000

PURCHASING

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	534,898	470,237	551,725	567,541	598,390	3.96%
Wages Overtime	3,000	3,000	3,000	3,000	3,000	0.00%
LABOUR COSTS	537,898	473,237	554,725	570,541	601,390	3.93%
Communication	122	122	134	134	134	3.28%
Professional Development	5,871	5,871	6,165	6,165	6,165	1.67%
Promotional	515	515	525	525	525	0.65%
Supplies & Materials	5,460	5,460	5,733	5,733	5,733	1.67%
NON-LABOUR COSTS	11,968	11,968	12,557	12,557	12,557	1.64%
Transfers/Recoveries	(92,822)	(92,822)	(94,665)	(97,278)	(103,137)	3.70%
RECOVERY	(92,822)	(92,822)	(94,665)	(97,278)	(103,137)	3.70%
TOTAL EXPENSES	457,044	392,383	472,617	485,820	510,810	3.92%
NET COST	457,044	392,383	472,617	485,820	510,810	3.92%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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ADMIN OPS CENTRE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	(5,975)	46,786	(5,975)	(1,091)	15,450	-119.53%
Wages Overtime	5,975	5,975	5,975	5,975	5,975	0.00%
LABOUR COSTS	0	52,761	0	4,884	21,425	0.00%
Communication	3,704	3,704	3,884	3,956	4,040	3.02%
Professional Development	1,575	1,758	1,654	1,654	1,654	1.67%
Supplies & Materials	44,032	44,032	46,238	46,238	46,238	1.67%
NON-LABOUR COSTS	49,311	49,494	51,776	51,848	51,932	1.77%
Transfers/Recoveries	(49,311)	(49,311)	(51,776)	(56,732)	(73,357)	16.25%
RECOVERY	(49,311)	(49,311)	(51,776)	(56,732)	(73,357)	16.25%
TOTAL EXPENSES	0	52,944	0	0	0	0.00%
NET COST	0	52,944	0	0	0	0.00%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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FACILITIES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	1,198,400	1,150,476	1,174,310	1,202,866	1,305,324	2.97%
Wages Overtime	31,673	31,673	31,673	31,673	31,673	0.00%
LABOUR COSTS	1,230,073	1,182,149	1,205,983	1,234,539	1,336,997	2.90%
Communication	12,100	12,100	12,702	12,951	13,212	3.06%
Contracts	192,386	192,386	239,100	274,776	283,674	15.82%
Deposit to Reserves	600,000	600,000	600,000	600,000	600,000	0.00%
Equipment	34,240	34,240	9,702	9,702	9,702	-23.89%
Insurance & Property Taxes	470,200	470,200	456,211	471,448	487,235	1.21%
Maintenance & Repairs	511,519	596,519	471,996	478,230	484,953	-1.73%
Professional Development	30,889	30,889	32,435	32,435	32,435	1.67%
Supplies & Materials	66,023	71,623	69,323	70,712	72,170	3.10%
Utilities	412,877	412,877	412,787	421,048	429,471	1.34%
NON-LABOUR COSTS	2,330,234	2,420,834	2,304,256	2,371,302	2,412,852	1.18%
Transfers/Recoveries	(888,112)	(888,112)	(785,570)	(799,290)	(805,694)	-3.09%
RECOVERY	(888,112)	(888,112)	(785,570)	(799,290)	(805,694)	-3.09%
TOTAL EXPENSES	2,672,195	2,714,871	2,724,669	2,806,551	2,944,155	3.39%
NET COST	2,672,195	2,714,871	2,724,669	2,806,551	2,944,155	3.39%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Convert student painting funding to contract painting money</i>	0	0	0
<i>Repair of the Salt Dome</i>	25,000	25,000	25,000
TOTAL NET COSTS INCLUDED IN BUDGET	25,000	25,000	25,000

OPERATIONS ADMIN

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

LABOUR COSTS

Communication

Professional Development

Supplies & Materials

NON-LABOUR COSTS

Transfers/Recoveries

RECOVERY

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
<hr/>						
Wages & Benefits	290,928	285,313	306,714	313,011	318,788	3.19%
LABOUR COSTS	290,928	285,313	306,714	313,011	318,788	3.19%
Communication	990	990	1,038	1,062	1,086	3.23%
Professional Development	8,306	8,306	8,722	8,722	8,722	1.67%
Supplies & Materials	2,420	2,420	2,541	2,541	2,541	1.67%
NON-LABOUR COSTS	11,716	11,716	12,301	12,325	12,349	1.80%
Transfers/Recoveries	(74,257)	(74,257)	(79,754)	(81,334)	(82,784)	3.83%
RECOVERY	(74,257)	(74,257)	(79,754)	(81,334)	(82,784)	3.83%
TOTAL EXPENSES	228,387	222,772	239,261	244,002	248,353	2.91%
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NET COST	228,387	222,772	239,261	244,002	248,353	2.91%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET

PARKS

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	61,000	61,000	69,000	69,000	69,000	4.37%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	61,000	61,000	69,000	69,000	69,000	4.37%

EXPENSES

Wages & Benefits	4,101,953	4,110,396	4,749,217	4,848,910	4,952,913	6.92%
Wages Overtime	45,444	45,444	45,444	45,444	45,444	0.00%
LABOUR COSTS	4,147,397	4,155,840	4,794,661	4,894,354	4,998,357	6.84%
Communication	66,889	66,889	70,238	71,653	73,094	3.09%
Contracts	737,698	850,898	782,362	788,462	789,194	2.33%
Deposit to Reserves	850,000	850,000	850,000	850,000	850,000	0.00%
Equipment	164,890	164,890	173,135	173,135	173,135	1.67%
Insurance & Property Taxes	257,634	257,634	252,719	261,716	271,062	1.74%
Maintenance & Repairs	1,069,864	1,117,209	1,193,294	1,194,983	1,205,745	4.23%
Professional Development	27,321	27,321	28,689	28,918	29,158	2.24%
Promotional	0	0	0	0	0	0.00%
Supplies & Materials	267,572	277,079	257,599	261,796	271,325	0.47%
Utilities	784,655	784,655	810,026	826,277	799,058	0.61%
NON-LABOUR COSTS	4,226,523	4,396,575	4,418,062	4,456,940	4,461,771	1.86%
Transfers/Recoveries	1,153,036	1,153,036	1,170,515	1,148,159	1,161,958	0.26%
RECOVERY	1,153,036	1,153,036	1,170,515	1,148,159	1,161,958	0.26%
TOTAL EXPENSES	9,526,956	9,705,451	10,383,238	10,499,453	10,622,086	3.83%
NET COST	9,465,956	9,644,451	10,314,238	10,430,453	10,553,086	3.83%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>1 FTE - Sidewalk Operations</i>	<i>18,137</i>	<i>18,635</i>	<i>19,062</i>
<i>Purchase of Colpron Trailer</i>	<i>35,000</i>	<i>0</i>	<i>0</i>
<i>Purchase of Colpron Trailer - Operating Cost</i>	<i>8,000</i>	<i>8,000</i>	<i>8,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	61,137	26,635	27,062

PUBLIC WORKS

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3221-00 -FEES	37,000	37,000	37,000	37,000	37,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	37,000	37,000	37,000	37,000	37,000	0.00%

EXPENSES

Wages & Benefits	5,416,536	5,413,243	5,838,216	5,967,714	6,121,085	4.34%
Wages Overtime	214,370	214,370	214,370	214,370	214,370	0.00%
LABOUR COSTS	5,630,906	5,627,613	6,052,586	6,182,084	6,335,455	4.17%
Capital from Operating	6,522,000	6,522,000	6,522,000	6,522,000	6,522,000	0.00%
Communication	104,133	104,133	120,855	123,036	125,270	6.77%
Contracts	4,192,670	4,195,444	4,129,352	4,190,507	4,191,686	-0.01%
Professional Development	53,717	53,717	56,403	56,403	56,403	1.67%
Promotional	1,213	1,213	1,237	1,237	1,237	0.66%
Supplies & Materials	2,038,098	2,162,023	2,118,824	2,154,052	2,154,052	1.90%
Utilities	2,673,268	2,673,268	2,804,548	2,860,640	2,917,852	3.05%
NON-LABOUR COSTS	15,585,099	15,711,798	15,753,219	15,907,875	15,968,500	0.82%
Transfers/Recoveries	3,873,540	3,873,540	5,264,735	4,487,023	4,531,194	5.66%
RECOVERY	3,873,540	3,873,540	5,264,735	4,487,023	4,531,194	5.66%
TOTAL EXPENSES	25,089,545	25,212,951	27,070,540	26,576,982	26,835,149	2.32%
NET COST	25,052,545	25,175,951	27,033,540	26,539,982	26,798,149	2.32%

	2024	2025	2026
	<u>BUDGET</u>	<u>BUDGET</u>	<u>BUDGET</u>
Level 2 and 3 Request included in Budget			
<i>1 FTE - Sidewalk Operations</i>	43,695	44,960	46,172
<i>Conversion of Catch Basin Cleaner to Combination Truck</i>	54,000	0	0
<i>Impact of Berry Mills Snow Contract Termination</i>	480,000	0	0
<i>Increase BYOD amount from \$30 to \$50</i>	11,520	11,520	11,520
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	(341,375)	(341,375)	(341,375)
<i>Operating Impact - Combination Truck</i>	5,000	5,000	5,000
<i>Operating Impact - Purchase of Mini Loaders</i>	40,750	40,750	40,750
<i>Operating Impact - Purchase of Truck for Sign Shop</i>	20,000	20,000	20,000
<i>Purchase of Mini Loaders for Sidewalk Operations</i>	180,000	0	0
<i>Purchase of Truck for Sign Shop</i>	100,000	0	0
<i>Three New CUPE positions for Snow Operations, Line Painting, Bike Lanes, Traffic</i>	248,307	255,432	262,275
<i>Year-Round Downtown Clean-Up DMCI Funding</i>	300,000	360,000	360,000
TOTAL NET COSTS INCLUDED IN BUDGET	<u>1,141,897</u>	<u>396,287</u>	<u>404,342</u>

SANITATION

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Contracts

NON-LABOUR COSTS

Transfers/Recoveries

RECOVERY

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
Contracts	3,651,225	3,651,225	3,855,824	3,904,470	3,904,470	2.31%
NON-LABOUR COSTS	3,651,225	3,651,225	3,855,824	3,904,470	3,904,470	2.31%
Transfers/Recoveries	0	0	3,714	3,745	3,782	0.00%
RECOVERY	0	0	3,714	3,745	3,782	0.00%
TOTAL EXPENSES	3,651,225	3,651,225	3,859,538	3,908,215	3,908,252	2.35%
NET COST	3,651,225	3,651,225	3,859,538	3,908,215	3,908,252	2.35%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET

CODIAC TRANSP0

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3350-00 -BUS FARES	2,982,846	3,774,279	3,952,534	4,147,534	4,147,534	13.02%
3351-03 -BUS RENTAL - CHARTERS	10,000	26,725	20,000	10,000	10,000	0.00%
3355-00 -SUBSIDY	1,600,263	1,676,502	1,676,502	1,729,400	1,909,061	6.43%
3480-03 -ADVERTISING - GENERAL	116,100	135,000	135,000	135,000	135,000	5.43%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	4,709,209	5,612,506	5,784,036	6,021,934	6,201,595	10.56%

EXPENSES

Wages & Benefits	8,410,997	7,908,151	9,030,351	9,252,145	9,334,053	3.66%
Wages Overtime	207,925	223,334	207,925	207,925	207,925	0.00%
LABOUR COSTS	8,618,922	8,131,485	9,238,276	9,460,070	9,541,978	3.57%
Communication	52,939	62,884	55,601	56,706	57,845	3.09%
Contracts	62,188	94,835	68,420	68,420	68,420	3.34%
Deposit to Reserves	250,000	250,000	255,000	260,100	265,302	2.04%
Insurance & Property Taxes	193,665	186,147	192,199	198,460	204,939	1.94%
Maintenance & Repairs	1,335,748	1,860,068	1,901,630	2,249,768	2,249,768	22.81%
Professional Development	33,109	51,000	36,861	36,861	36,861	3.78%
Professional Services - Other	115,486	115,486	9,960	17,310	17,310	-28.34%
Promotional	97,599	22,379	13,573	9,381	3,651	-32.09%
Supplies & Materials	2,652,284	2,205,617	3,087,956	3,152,198	3,152,198	6.28%
Uncategorized Expenses	0	233	0	0	0	0.00%
Utilities	219,354	248,659	221,962	226,314	230,754	1.73%
NON-LABOUR COSTS	5,012,372	5,097,308	5,843,162	6,275,518	6,287,048	8.48%
Transfers/Recoveries	60,912	60,912	97,017	97,797	98,782	20.72%
RECOVERY	60,912	60,912	97,017	97,797	98,782	20.72%
TOTAL EXPENSES	13,692,206	13,289,705	15,178,455	15,833,385	15,927,808	5.44%

NET COST

8,982,997	7,677,199	9,394,419	9,811,451	9,726,213	2.76%
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Level 2 and 3 Request included in Budget

1 FTE - Operations Supervisor

Codiac Transpo Service Extension

New Mechanic - Codiac Transit Growth

Revenue Matrix

TOTAL NET COSTS INCLUDED IN BUDGET

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
<i>1 FTE - Operations Supervisor</i>	0	0	0
<i>Codiac Transpo Service Extension</i>	237,759	448,043	448,043
<i>New Mechanic - Codiac Transit Growth</i>	101,086	103,974	103,974
<i>Revenue Matrix</i>	0	0	(50,000)
TOTAL NET COSTS INCLUDED IN BUDGET	338,845	552,017	502,017

BUILDING INSPECTION

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3513-71 -PERMIT-OTHERS - PLUMBING	184,260	275,000	184,260	184,260	184,260	0.00%
3513-79 -PERMIT - HOT WATER TANK REPLACEMENT	13,000	14,027	13,000	13,000	13,000	0.00%
3513-90 -PERMIT-OTHERS - OTHER	3,500	3,832	3,500	6,000	6,000	23.81%
3516-00 -BUILDING PERMITS	2,062,740	1,900,419	2,062,740	2,062,740	2,062,740	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	2,263,500	2,193,278	2,263,500	2,266,000	2,266,000	0.04%

EXPENSES

Wages & Benefits	1,847,981	1,624,703	1,777,628	1,822,961	1,912,292	1.16%
Wages Overtime	0	2,079	0	0	0	0.00%
LABOUR COSTS	1,847,981	1,626,782	1,777,628	1,822,961	1,912,292	1.16%
Communication	7,346	7,346	7,718	7,874	8,030	3.10%
Professional Development	54,521	45,021	59,251	59,251	59,251	2.89%
Professional Services - Other	15,749	35,749	19,537	44,037	44,037	59.87%
Promotional	6,835	2,000	3,967	3,967	3,967	-13.99%
Supplies & Materials	47,924	55,737	55,514	55,514	55,514	5.28%
NON-LABOUR COSTS	132,375	145,853	145,987	170,643	170,799	9.68%
Transfers/Recoveries	0	0	142,000	22,000	22,000	0.00%
RECOVERY	0	0	142,000	22,000	22,000	0.00%
TOTAL EXPENSES	1,980,356	1,772,635	2,065,615	2,015,604	2,105,091	2.10%
NET COST	(283,144)	(420,643)	(197,885)	(250,396)	(160,909)	-14.39%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	(151,872)	(155,007)	(157,867)
<i>Operating Impact - Two Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	13,500	13,500	13,500
<i>Two New Electric Vehicles - Bylaw Compliance & Plumbing Inspector</i>	120,000	0	0
TOTAL NET COSTS INCLUDED IN BUDGET	(18,372)	(141,507)	(144,367)

ECONOMIC DEVELOPMENT & IMMIGRATION

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	795,888	657,207	813,663	831,904	850,803	2.30%
LABOUR COSTS	795,888	657,207	813,663	831,904	850,803	2.30%
Communication	4,181	5,693	4,385	4,469	4,553	2.97%
Grants	1,493,670	1,493,670	1,720,694	1,857,532	1,185,481	-6.88%
Professional Development	50,674	22,974	49,088	53,204	53,204	1.66%
Professional Services - Other	157,021	191,029	164,089	184,021	188,940	6.78%
Promotional	112,921	111,331	115,123	115,185	115,185	0.67%
Supplies & Materials	6,628	8,608	8,945	6,959	6,959	1.66%
NON-LABOUR COSTS	1,825,095	1,833,305	2,062,324	2,221,370	1,554,322	-4.95%
TOTAL EXPENSES	2,620,983	2,490,512	2,875,987	3,053,274	2,405,125	-2.75%
NET COST	2,620,983	2,490,512	2,875,987	3,053,274	2,405,125	-2.75%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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ENGINEERING

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3222-00 -PAINTING & MARKING (DESIGN HWYS)	41,000	93,891	90,000	90,000	90,000	39.84%
3223-00 -MAINTENANCE (DESIGN HWYS)	634,513	634,513	417,579	417,579	417,579	-11.40%
3224-00 -NATURAL GAS	1,500	0	0	0	0	-33.33%
3225-00 -ENGINEERING FEES	33,400	35,448	34,900	34,400	34,400	1.00%
3226-00 -CURB CUTS	35,125	50,000	40,000	40,000	40,000	4.63%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	745,538	813,852	582,479	581,979	581,979	-7.31%

EXPENSES

Wages & Benefits	2,231,459	1,313,922	2,214,218	2,381,092	2,096,745	-2.01%
Wages Overtime	8,500	153,468	8,500	8,500	8,500	0.00%
LABOUR COSTS	2,239,959	1,467,390	2,222,718	2,389,592	2,105,245	-2.00%
Communication	15,040	20,924	18,796	19,108	19,432	9.73%
Contracts	26,643	40,982	45,000	55,000	55,000	35.48%
Professional Development	48,717	36,188	49,075	49,050	49,050	0.23%
Professional Services - Other	30,069	0	6,372	6,372	6,372	-26.27%
Promotional	12,905	0	0	0	0	-33.33%
Supplies & Materials	135,255	122,075	106,598	106,542	106,542	-7.08%
NON-LABOUR COSTS	268,629	220,169	225,841	236,072	236,396	-4.00%
Transfers/Recoveries	70,453	79,345	95,895	96,665	97,637	12.86%
RECOVERY	70,453	79,345	95,895	96,665	97,637	12.86%
TOTAL EXPENSES	2,579,041	1,766,904	2,544,454	2,722,329	2,439,278	-1.81%
NET COST	1,833,503	953,052	1,961,975	2,140,350	1,857,299	0.43%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>New Junior Transportation Engineer</i>	<i>111,816</i>	<i>116,703</i>	<i>123,326</i>
<i>Operating Impact - Berry Mills Snow Contract Termination</i>	<i>216,934</i>	<i>216,934</i>	<i>216,934</i>
TOTAL NET COSTS INCLUDED IN BUDGET	328,750	333,637	340,260

ENVIRONMENTAL MANAGEMENT

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

LABOUR COSTS

Communication

Professional Development

Professional Services - Other

Promotional

Supplies & Materials

NON-LABOUR COSTS

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
<hr/>						
Wages & Benefits	2,744	234,832	238,875	244,933	253,420	3045.14%
LABOUR COSTS	2,744	234,832	238,875	244,933	253,420	3045.14%
Communication	0	750	788	788	788	0.00%
Professional Development	0	8,000	8,400	8,400	8,400	0.00%
Professional Services - Other	0	61,000	137,878	117,700	97,700	0.00%
Promotional	0	7,830	25,169	25,169	25,169	0.00%
Supplies & Materials	0	46,000	30,000	30,000	30,000	0.00%
NON-LABOUR COSTS	0	123,580	202,235	182,057	162,057	0.00%
TOTAL EXPENSES	2,744	358,412	441,110	426,990	415,477	5013.76%
<hr/>						
NET COST	2,744	358,412	441,110	426,990	415,477	5,013.76%

Level 2 and 3 Request included in Budget

Active Transportation - Program Funding

Car Share Program

Consultant contract: Electric mobility strategy

Program Funding - Environment

TOTAL NET COSTS INCLUDED IN BUDGET

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Active Transportation - Program Funding</i>	<i>30,000</i>	<i>30,000</i>	<i>30,000</i>
<i>Car Share Program</i>	<i>50,000</i>	<i>50,000</i>	<i>30,000</i>
<i>Consultant contract: Electric mobility strategy</i>	<i>20,000</i>	<i>0</i>	<i>0</i>
<i>Program Funding - Environment</i>	<i>12,000</i>	<i>12,000</i>	<i>12,000</i>
TOTAL NET COSTS INCLUDED IN BUDGET	112,000	92,000	72,000

PLANNING & DEVELOPMENT

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3511-00 -CRINS	11,500	0	11,500	11,500	11,500	0.00%
3513-71 -PERMIT-OTHERS - PLUMBING	0	0	0	0	6,996	0.00%
3513-75 -PERMIT-OTHERS - DEVELOPMENT	199,414	140,295	220,818	238,846	238,846	6.59%
3518-00 -SUBDIVISION FEES	75,000	99,301	95,000	95,000	95,000	8.89%
3590-05 -FEES-OTHER - ZONING BY-LAW	48,750	26,955	48,750	48,750	48,750	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	334,664	266,551	376,068	394,096	401,092	6.62%

EXPENSES

Wages & Benefits	1,145,580	1,058,509	1,158,600	1,187,592	1,224,043	2.28%
Wages Overtime	0	2,607	0	0	0	0.00%
LABOUR COSTS	1,145,580	1,061,116	1,158,600	1,187,592	1,224,043	2.28%
Communication	4,598	4,598	4,826	4,922	5,018	3.04%
Grants	75,000	75,000	85,000	75,000	75,000	0.00%
Professional Development	29,397	34,386	33,875	33,875	33,875	5.08%
Professional Services - Other	183,558	215,959	179,483	275,050	25,050	-28.78%
Supplies & Materials	31,503	20,985	30,087	33,087	33,087	1.68%
NON-LABOUR COSTS	324,056	350,928	333,271	421,934	172,030	-15.64%
TOTAL EXPENSES	1,469,636	1,412,044	1,491,871	1,609,526	1,396,073	-1.67%
NET COST	1,134,972	1,145,493	1,115,803	1,215,430	994,981	-4.11%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Heritage Grant</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>
<i>Revenue Matrix</i>	<i>0</i>	<i>0</i>	<i>(6,996)</i>
<i>Review of Municipal Plan</i>	<i>110,000</i>	<i>200,000</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	120,000	210,000	3,004

BY LAW ENFORCEMENT AND LICENSING

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3510-12 -LICENSES - BUSINESS	9,750	300	300	300	300	-32.31%
3510-14 -LICENSES - TAXI	70,340	70,340	71,340	73,335	63,855	-3.07%
3510-15 -LICENSES - PORTABLE SIGNS	7,000	625	625	7,000	7,000	0.00%
3510-16 -FIRE PIT PERMIT	1,000	2,500	2,280	2,280	2,280	42.67%
3520-13 -FINES - PARKING BYLAW	339,000	161,977	161,977	339,000	339,000	0.00%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	0	10,159	10,000	10,000	10,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	427,090	245,901	246,522	431,915	422,435	-0.36%

EXPENSES

Wages & Benefits	603,046	599,190	628,062	646,491	673,690	3.90%
Wages Overtime	0	3,240	0	0	0	0.00%
LABOUR COSTS	603,046	602,430	628,062	646,491	673,690	3.90%
Communication	11,755	12,778	12,500	10,367	10,619	-3.22%
Contracts	1,427,157	1,859,259	1,774,192	1,897,026	1,935,295	11.87%
Maintenance & Repairs	24,416	12,013	15,000	26,857	26,857	3.33%
Professional Development	16,364	13,981	16,935	16,935	16,935	1.16%
Professional Services - Other	50,500	50,500	11,026	11,026	11,026	-26.06%
Promotional	765	0	0	0	0	-33.33%
Supplies & Materials	705,475	1,028,391	798,072	798,072	798,072	4.38%
NON-LABOUR COSTS	2,236,432	2,976,922	2,627,725	2,760,283	2,798,804	8.38%
Transfers/Recoveries	170,698	173,640	141,084	142,207	143,621	-5.29%
RECOVERY	170,698	173,640	141,084	142,207	143,621	-5.29%
TOTAL EXPENSES	3,010,176	3,752,992	3,396,871	3,548,981	3,616,115	6.71%

NET COST

2,583,086	3,507,091	3,150,349	3,117,066	3,193,680	7.88%
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Level 2 and 3 Request included in Budget

Revenue Matrix

TOTAL NET COSTS INCLUDED IN BUDGET

2024	2025	2026
BUDGET	BUDGET	BUDGET
(1,000)	(1,000)	(1,000)
(1,000)	(1,000)	(1,000)

POLICE

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

Wages Overtime

LABOUR COSTS

Communication

Contracts

CRPA

Deposit to Reserves

Insurance & Property Taxes

Maintenance & Repairs

Professional Development

Supplies & Materials

Utilities

NON-LABOUR COSTS

Transfers/Recoveries

RECOVERY

TOTAL EXPENSES

NET COST

Level 2 and 3 Request included in Budget

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
Wages & Benefits	(22,504)	(22,504)	(7,120)	(5,277)	(3,398)	-28.30%
Wages Overtime	58,000	58,000	58,000	58,000	58,000	0.00%
LABOUR COSTS	35,496	35,496	50,880	52,723	54,602	17.94%
Communication	980	980	1,028	1,052	1,076	3.27%
Contracts	547,686	485,296	602,456	619,972	635,097	5.32%
CRPA	32,036,052	32,036,052	32,307,650	35,602,111	41,120,703	9.45%
Deposit to Reserves	(883,996)	(883,996)	1,287,699	0	0	-33.33%
Insurance & Property Taxes	114,209	114,209	111,775	115,780	119,944	1.67%
Maintenance & Repairs	171,412	171,412	188,553	188,553	188,553	3.33%
Professional Development	44,100	44,100	46,305	46,305	46,305	1.67%
Supplies & Materials	31,171	31,171	32,730	32,730	32,730	1.67%
Utilities	126,192	126,192	133,317	135,979	138,694	3.30%
NON-LABOUR COSTS	32,187,806	32,125,416	34,711,513	36,742,482	42,283,102	10.45%
Transfers/Recoveries	(1,039,889)	(1,039,889)	(1,049,813)	(1,049,922)	(1,158,719)	3.81%
RECOVERY	(1,039,889)	(1,039,889)	(1,049,813)	(1,049,922)	(1,158,719)	3.81%
TOTAL EXPENSES	31,183,413	31,121,023	33,712,580	35,745,283	41,178,985	10.68%
NET COST	31,183,413	31,121,023	33,712,580	35,745,283	41,178,985	10.68%
			2024	2025	2026	
			BUDGET	BUDGET	BUDGET	

FIRE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3220-00 -CONTRIBUTIONS FROM OTHER GOV'T	(52,863)	0	0	0	0	-33.33%
3320-00 -CONTRIBUTION-PROVINCIAL	1,056,984	1,004,121	1,081,142	1,113,800	1,113,800	1.79%
3591-00 -REVENUE-MISC.	20,500	0	1,000	0	0	-33.33%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	0	0	105,250	105,250	105,250	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	1,024,621	1,004,121	1,187,392	1,219,050	1,219,050	6.33%

EXPENSES

Wages & Benefits	14,970,110	15,175,027	16,313,435	16,991,611	17,717,458	6.12%
Wages Overtime	119,571	607,099	119,571	119,571	119,571	0.00%
LABOUR COSTS	15,089,681	15,782,126	16,433,006	17,111,182	17,837,029	6.07%
Communication	98,794	109,206	104,044	100,962	101,538	0.93%
Contracts	535,574	533,074	531,717	586,378	586,378	3.16%
Equipment	170,697	1,824,962	60,000	60,000	63,937	-20.85%
Grants	0	0	0	0	0	0.00%
Insurance & Property Taxes	175,410	162,100	167,565	173,231	179,104	0.70%
Maintenance & Repairs	259,977	309,344	304,991	298,729	298,729	4.97%
Professional Development	116,487	88,442	122,746	122,746	122,746	1.79%
Professional Services - Other	85,704	35,990	133,650	31,189	22,054	-24.76%
Promotional	9,036	9,036	9,216	9,216	9,216	0.66%
Supplies & Materials	382,115	550,082	533,440	500,252	500,252	10.31%
Utilities	176,575	207,403	187,073	190,738	194,484	3.38%
Water Costs	3,638,397	3,800,397	4,114,899	4,159,681	4,574,134	8.57%
NON-LABOUR COSTS	5,648,766	7,630,036	6,269,341	6,233,122	6,652,572	5.92%
Transfers/Recoveries	932,409	953,573	986,524	993,906	1,003,076	2.53%

RECOVERY	932,409	953,573	986,524	993,906	1,003,076	2.53%
TOTAL EXPENSES	21,670,856	24,365,735	23,688,871	24,338,210	25,492,677	5.88%
NET COST	20,646,235	23,361,614	22,501,479	23,119,160	24,273,627	5.86%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4 FTEs - Fire Fighters Relievers</i>	<i>326,092</i>	<i>384,588</i>	<i>408,536</i>
<i>Fire Master Plan</i>	<i>100,000</i>	<i>0</i>	<i>0</i>
<i>Life Cycle for Two Fire Trucks - Hazmat, Special Ops & Fire Engine</i>	<i>104,000</i>	<i>104,000</i>	<i>104,000</i>
<i>Operating Impact - Quench Buggy</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL NET COSTS INCLUDED IN BUDGET	530,092	488,588	512,536

PARKING

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3430-03 -PARKING FEES - MERCHANT	93,750	36,000	75,000	75,000	75,000	-6.67%
3430-08 -PARKING FEES - GENERAL	2,245,652	1,462,850	2,083,624	2,330,269	2,380,049	1.99%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	2,339,402	1,498,850	2,158,624	2,405,269	2,455,049	1.65%

EXPENSES

Wages & Benefits	1,721	2,500	2,036	2,076	2,116	7.65%
LABOUR COSTS	1,721	2,500	2,036	2,076	2,116	7.65%
Communication	1,549	8	1,621	1,669	1,717	3.62%
Contracts	118,707	109,087	132,519	128,571	128,571	2.77%
Insurance & Property Taxes	135,619	125,018	128,877	132,858	136,965	0.33%
Maintenance & Repairs	332,320	339,824	363,697	366,697	366,697	3.45%
Supplies & Materials	20,743	39,872	39,082	39,082	39,082	29.47%
Utilities	10,080	8,346	9,409	9,598	9,790	-0.96%
NON-LABOUR COSTS	619,018	622,155	675,205	678,475	682,822	3.44%
Transfers/Recoveries	3,001	3,001	0	0	0	-33.33%
RECOVERY	3,001	3,001	0	0	0	-33.33%
TOTAL EXPENSES	623,740	627,656	677,241	680,551	684,938	3.27%
NET COST	(1,715,662)	(871,194)	(1,481,383)	(1,724,718)	(1,770,111)	1.06%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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PROTECTIVE SERVICES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%

EXPENSES

Wages & Benefits	0	31,690	176,680	180,364	183,728	0.00%
LABOUR COSTS	0	31,690	176,680	180,364	183,728	0.00%
TOTAL EXPENSES	0	31,690	176,680	180,364	183,728	0.00%
NET COST	0	31,690	176,680	180,364	183,728	0.00%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET
<i>Protective Services Organizational Restructuring- Partially Funded by Director Position</i>	<i>176,680</i>	<i>180,364</i>	<i>183,728</i>
TOTAL NET COSTS INCLUDED IN BUDGET	176,680	180,364	183,728

COLISEUM

REVENUES	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	799,355	933,044	815,345	831,654	848,290	2.04%
3451-00 -FOOD REVENUE	611,050	611,050	611,050	611,050	611,050	0.00%
3452-00 -BEVERAGE - REVENUE	91,950	91,950	91,950	91,950	91,950	0.00%
3453-00 -TICKETING SERVICE	51,100	544,981	700,000	700,000	700,000	423.29%
3454-00 -EQUIPMENT - REVENUE	16,380	16,380	16,380	16,380	16,380	0.00%
3455-00 -CONTRACT SERVICES - REVENUE	53,100	53,100	53,100	53,100	53,100	0.00%
3456-00 -ELECTRICAL - REVENUE	73,550	73,550	73,550	73,550	73,550	0.00%
3470-00 -SPONSORSHIP	15,000	15,000	15,000	15,000	15,000	0.00%
3570-03 -COMMISSION - ATM	10,000	10,000	10,000	10,000	10,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	1,721,485	2,349,055	2,386,375	2,402,684	2,419,320	13.51%
EXPENSES						
Wages & Benefits	1,092,346	1,126,356	1,100,878	1,122,231	1,147,067	1.67%
Wages Overtime	3,000	3,000	3,000	3,000	3,000	0.00%
LABOUR COSTS	1,095,346	1,129,356	1,103,878	1,125,231	1,150,067	1.67%
Communication	16,000	16,000	16,804	16,804	16,804	1.68%
Contracts	82,468	82,468	83,128	83,128	83,128	0.27%
Insurance & Property Taxes	166,344	166,344	171,432	178,667	186,244	3.99%
Maintenance & Repairs	224,050	224,050	246,455	246,455	246,455	3.33%
Supplies & Materials	561,240	1,181,562	1,210,875	1,210,875	1,210,875	38.58%
Utilities	516,833	516,833	534,753	545,453	556,364	2.55%
NON-LABOUR COSTS	1,566,935	2,187,257	2,263,447	2,281,382	2,299,870	15.59%
Transfers/Recoveries	283,765	283,765	206,081	193,315	193,540	-10.60%
RECOVERY	283,765	283,765	206,081	193,315	193,540	-10.60%
TOTAL EXPENSES	2,946,046	3,600,378	3,573,406	3,599,928	3,643,477	7.89%

NET COST

1,224,561	1,251,323	1,187,031	1,197,244	1,224,157	-0.01%
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Level 2 and 3 Request included in Budget

Operating Impact - Purchase of Salter Unit

Purchase of Salter Unit

Revenue Matrix

TOTAL NET COSTS INCLUDED IN BUDGET

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
<i>Operating Impact - Purchase of Salter Unit</i>	3,000	3,000	3,000
<i>Purchase of Salter Unit</i>	15,000	0	0
<i>Revenue Matrix</i>	0	0	(16,636)
TOTAL NET COSTS INCLUDED IN BUDGET	18,000	3,000	(13,636)

CULTURE AND HERITAGE - RESURGO PLACE

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	17,500	17,500	17,500	17,500	17,500	0.00%
3490-00 -SALES	37,000	37,000	37,000	37,000	37,000	0.00%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	10,000	10,000	10,000	10,000	10,000	0.00%
3713-00 -ADMISSIONS	100,000	100,000	100,000	100,000	100,000	0.00%
3910-00 -GRANT	60,000	70,000	60,000	60,000	60,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	224,500	234,500	224,500	224,500	224,500	0.00%

EXPENSES

Wages & Benefits	951,427	951,713	1,021,553	1,043,700	1,081,306	4.55%
LABOUR COSTS	951,427	951,713	1,021,553	1,043,700	1,081,306	4.55%
Communication	9,771	9,771	10,252	10,456	10,660	3.03%
Contracts	79,208	79,208	87,124	87,124	87,124	3.33%
Grants	5,000	5,000	5,000	5,000	5,000	0.00%
Insurance & Property Taxes	112,957	112,957	107,760	111,433	115,243	0.67%
Maintenance & Repairs	116,464	116,464	128,111	128,111	128,111	3.33%
Professional Development	15,000	15,000	15,752	15,752	15,752	1.67%
Promotional	61,131	61,131	94,855	62,355	62,355	0.67%
Supplies & Materials	207,994	207,994	199,256	199,256	199,256	-1.40%
Utilities	150,517	150,517	151,501	154,537	157,631	1.58%
NON-LABOUR COSTS	758,042	758,042	799,611	774,024	781,132	1.02%
Transfers/Recoveries	4,017	4,017	0	0	0	-33.33%
RECOVERY	4,017	4,017	0	0	0	-33.33%
TOTAL EXPENSES	1,713,486	1,713,772	1,821,164	1,817,724	1,862,438	2.90%

NET COST

1,488,986	1,479,272	1,596,664	1,593,224	1,637,938	3.33%
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Level 2 and 3 Request included in Budget

New Visitor Information Kiosk/Area at Airport partnership with DMO

TOTAL NET COSTS INCLUDED IN BUDGET

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
	32,500	0	0
	32,500	0	0

EVENTS AND TOURISM

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3480-00 -ADVERTISING	63,000	63,000	63,000	63,000	63,000	0.00%
3591-00 -REVENUE-MISC.	0	2,400,000	2,462,000	2,462,000	2,462,000	0.00%
3751-00 -REVENUE-PROG ASSISTANCE	10,000	49,900	10,000	10,000	10,000	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	73,000	2,512,900	2,535,000	2,535,000	2,535,000	1124.20%

EXPENSES

Wages & Benefits	835,601	812,035	950,296	971,183	1,000,135	6.56%
Wages Overtime	19,372	27,398	19,372	19,372	19,372	0.00%
LABOUR COSTS	854,973	839,433	969,668	990,555	1,019,507	6.41%
Equipment	33,449	33,449	30,371	30,371	30,371	-3.07%
Grants	40,000	40,000	40,000	40,000	40,000	0.00%
Professional Development	14,700	14,700	15,435	15,435	15,435	1.67%
Promotional	842,610	3,242,610	3,372,493	3,382,493	3,382,493	100.48%
Supplies & Materials	19,825	19,825	31,484	31,484	31,484	19.60%
NON-LABOUR COSTS	950,584	3,350,584	3,489,783	3,499,783	3,499,783	89.39%
Transfers/Recoveries	51,737	51,737	51,650	52,316	53,026	0.83%
RECOVERY	51,737	51,737	51,650	52,316	53,026	0.83%
TOTAL EXPENSES	1,857,294	4,241,754	4,511,101	4,542,654	4,572,316	48.73%
NET COST	1,784,294	1,728,854	1,976,101	2,007,654	2,037,316	4.73%

Level 2 and 3 Request included in Budget

Additional Funding - Polar Fest

Operating Impact - Quench Buggy

TOTAL NET COSTS INCLUDED IN BUDGET

2024	2025	2026
BUDGET	BUDGET	BUDGET
<i>15,000</i>	<i>25,000</i>	<i>25,000</i>
<i>0</i>	<i>0</i>	<i>0</i>
15,000	25,000	25,000

MAGNETIC HILL ZOO AND MAGNETIC HILL PARK

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3221-00 -FEES	170,740	50,753	170,740	170,740	170,740	0.00%
3450-00 -RENTAL	65,000	65,000	65,000	65,000	65,000	0.00%
3490-00 -SALES	252,000	483,814	352,000	352,000	352,000	13.23%
3570-03 -COMMISSION - ATM	1,500	1,500	1,500	1,500	1,500	0.00%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	31,000	31,000	31,000	31,000	31,000	0.00%
3713-00 -ADMISSIONS	1,699,343	1,699,343	1,861,254	2,023,165	2,023,165	6.35%
3716-08 -PONY RIDES	52,000	52,000	52,000	52,000	52,000	0.00%
3716-13 -SALE OF FEED	22,300	22,300	22,300	22,300	22,300	0.00%
3990-00 -GROSS REVENUE	18,950	18,950	18,950	18,950	18,950	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	2,312,833	2,424,660	2,574,744	2,736,655	2,736,655	6.11%

EXPENSES

Wages & Benefits	2,378,832	2,306,211	2,803,307	2,871,397	2,948,159	7.98%
Wages Overtime	12,618	12,618	12,618	12,618	12,618	0.00%
LABOUR COSTS	2,391,450	2,318,829	2,815,925	2,884,015	2,960,777	7.94%
Communication	35,087	35,087	36,851	37,583	38,327	3.08%
Contracts	55,250	86,250	100,781	102,781	104,781	29.88%
Insurance & Property Taxes	209,217	209,217	213,170	222,785	232,855	3.77%
Maintenance & Repairs	296,229	296,229	337,248	337,248	337,248	4.62%
Professional Development	43,741	43,741	45,930	45,930	45,930	1.67%
Professional Services - Other	54,600	54,600	57,332	57,332	57,332	1.67%
Promotional	63,929	63,929	65,208	65,208	65,208	0.67%
Supplies & Materials	357,943	524,828	465,060	465,060	465,060	9.98%
Utilities	163,509	163,509	170,947	174,371	177,857	2.93%

NON-LABOUR COSTS	1,279,505	1,477,390	1,492,527	1,508,298	1,524,598	6.39%
Transfers/Recoveries	127,662	127,662	169,024	170,877	173,007	11.84%
RECOVERY	127,662	127,662	169,024	170,877	173,007	11.84%
TOTAL EXPENSES	3,798,617	3,923,881	4,477,476	4,563,190	4,658,382	7.54%
NET COST	1,485,784	1,499,221	1,902,732	1,826,535	1,921,727	9.78%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Convert casuals to 7 FTE</i>	383,940	402,005	423,223
<i>Revenue Matrix</i>	(161,911)	(323,822)	(323,822)
TOTAL NET COSTS INCLUDED IN BUDGET	222,029	78,183	99,401

RECREATION

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	66,000	66,000	73,100	73,100	78,100	6.11%
3751-00 -REVENUE-PROG ASSISTANCE	25,455	25,455	25,455	25,455	25,455	0.00%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	91,455	91,455	98,555	98,555	103,555	4.41%

EXPENSES

Wages & Benefits	573,278	573,626	483,304	495,129	514,327	-3.43%
Wages Overtime	4,000	4,000	4,000	4,000	4,000	0.00%
LABOUR COSTS	577,278	577,626	487,304	499,129	518,327	-3.40%
Communication	2,230	2,230	2,338	2,386	2,434	3.05%
Contracts	184,189	249,089	315,899	302,899	304,899	21.85%
Professional Development	22,670	22,670	23,803	23,803	23,803	1.67%
Professional Services - Other	0	0	210,000	210,000	210,000	0.00%
Promotional	20,198	20,198	20,602	20,602	20,602	0.67%
Supplies & Materials	510,476	1,019,756	478,904	478,904	478,904	-2.06%
NON-LABOUR COSTS	739,763	1,313,943	1,051,546	1,038,594	1,040,642	13.56%
TOTAL EXPENSES	1,317,041	1,891,569	1,538,850	1,537,723	1,558,969	6.12%
NET COST	1,225,586	1,800,114	1,440,295	1,439,168	1,455,414	6.25%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Aquatic Program Funding</i>	<i>45,000</i>	<i>45,000</i>	<i>45,000</i>
<i>Increase Funding - Block Party</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>
<i>Increase scheduling fees Nustadia</i>	<i>10,000</i>	<i>10,000</i>	<i>10,000</i>
<i>Lifeguard Equipment Renewal</i>	<i>15,000</i>	<i>0</i>	<i>0</i>
<i>Program funds for All Wheels Park</i>	<i>50,000</i>	<i>52,000</i>	<i>54,000</i>
<i>Revenue Matrix</i>	<i>(6,000)</i>	<i>(6,000)</i>	<i>(11,000)</i>
TOTAL NET COSTS INCLUDED IN BUDGET	124,000	111,000	108,000

RECREATION, CULTURE AND EVENTS SERVICES ADM

REVENUES

3999-99 -REVENUES

TOTAL REVENUES

EXPENSES

Wages & Benefits

LABOUR COSTS

Communication

Professional Development

Promotional

Supplies & Materials

NON-LABOUR COSTS

TOTAL EXPENSES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	0	0	0	0	0	0.00%
EXPENSES						
Wages & Benefits	262,116	252,932	267,790	273,316	280,607	2.35%
LABOUR COSTS	262,116	252,932	267,790	273,316	280,607	2.35%
Communication	2,679	2,679	2,823	2,883	2,943	3.28%
Professional Development	12,189	12,189	12,798	12,798	12,798	1.67%
Promotional	4,120	4,120	4,202	4,202	4,202	0.66%
Supplies & Materials	12,823	12,823	13,464	13,464	13,464	1.67%
NON-LABOUR COSTS	31,811	31,811	33,287	33,347	33,407	1.67%
TOTAL EXPENSES	293,927	284,743	301,077	306,663	314,014	2.28%
NET COST	293,927	284,743	301,077	306,663	314,014	2.28%

Level 2 and 3 Request included in Budget

	2024 BUDGET	2025 BUDGET	2026 BUDGET

VENUES

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3450-00 -RENTAL	258,021	198,021	258,021	258,021	258,021	0.00%
3515-00 -CONTRACTUAL OBLIGATIONS	371,423	371,423	378,851	386,428	394,157	2.04%
3570-03 -COMMISSION - ATM	14,996	14,996	14,996	14,996	14,996	0.00%
3990-00 -GROSS REVENUE	130,555	130,555	135,000	135,000	135,000	1.13%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	774,995	714,995	786,868	794,445	802,174	1.17%

EXPENSES

Wages & Benefits	465,858	283,758	509,123	520,792	530,269	4.61%
Wages Overtime	2,600	2,600	2,600	2,600	2,600	0.00%
LABOUR COSTS	468,458	286,358	511,723	523,392	532,869	4.58%
Communication	2,424	2,424	2,544	2,592	2,640	2.97%
Contracts	66,631	66,631	73,291	73,291	73,291	3.33%
Deposit to Reserves	907,686	907,686	907,686	907,686	907,686	0.00%
Fiscal Cost	2,159,000	2,159,000	2,159,000	2,159,000	2,159,000	0.00%
Insurance & Property Taxes	143,709	148,674	149,649	156,605	163,917	4.69%
Maintenance & Repairs	161,790	141,990	177,969	177,969	177,969	3.33%
Professional Development	17,610	17,610	18,491	18,491	18,491	1.67%
Promotional	34,273	34,273	34,958	34,958	34,958	0.67%
Supplies & Materials	18,900	18,900	19,845	19,845	19,845	1.67%
Utilities	106,132	106,132	105,939	108,060	110,215	1.28%
NON-LABOUR COSTS	3,618,155	3,603,320	3,649,372	3,658,497	3,668,012	0.46%
Transfers/Recoveries	18,884	18,884	3,808	3,808	3,808	-26.61%
RECOVERY	18,884	18,884	3,808	3,808	3,808	-26.61%
TOTAL EXPENSES	4,105,497	3,908,562	4,164,903	4,185,697	4,204,689	0.81%

NET COST

3,330,502	3,193,567	3,378,035	3,391,252	3,402,515	0.72%
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Level 2 and 3 Request included in Budget

2024	2025	2026
BUDGET	BUDGET	BUDGET

INTERNAL TRANSFERS

REVENUES

3911-00 -PREVIOUS YEARS SURPLUS
 3999-99 -REVENUES

TOTAL REVENUES

NET COST

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
	(199,545)	(199,545)	(600,579)	0	0	-33.33%
	0	0	0	0	0	0.00%
TOTAL REVENUES	(199,545)	(199,545)	(600,579)	0	0	-33.33%
NET COST	199,545	199,545	600,579	0	0	-33.33%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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MUNICIPAL LEVY

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3103-03 -WARRANT - GENERAL	168,249,168	168,249,168	185,162,058	189,274,633	195,291,905	5.36%
3620-00 -GRANT UNCONDITIONAL	2,586,440	2,586,440	1,939,830	1,289,908	644,954	-25.02%
3910-05 -GRANT - FEDERAL	3,738	3,738	(1,550)	(1,550)	(1,550)	-47.16%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	170,839,346	170,839,346	187,100,338	190,562,991	195,935,309	4.90%
NET COST	(170,839,346)	(170,839,346)	(187,100,338)	(190,562,991)	(195,935,309)	4.90%

Level 2 and 3 Request included in Budget

2024 BUDGET	2025 BUDGET	2026 BUDGET
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WASTEWATER UTILITY

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3244-08 -COMMERCIAL	3,764,871	3,901,071	4,388,404	4,467,842	4,500,590	6.51%
3244-25 -GREATER MONCTON WASTEWATER COMMISSION	8,638,350	8,747,000	9,146,970	9,329,909	9,395,883	2.92%
3244-30 -RESIDENTIAL	4,948,454	4,958,006	5,271,563	5,372,345	5,419,826	3.18%
3551-00 -REVENUE-INTEREST	140,000	135,000	135,000	135,000	135,000	-1.19%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	0	0	1,620	1,620	1,620	0.00%
3594-00 -HIGH STRENGTH SURCHARGE	72,000	72,000	78,000	80,000	82,000	4.63%
3911-00 -PREVIOUS YEARS SURPLUS	(948,073)	(948,073)	174,268	0	0	-33.33%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	16,615,602	16,865,004	19,195,825	19,386,716	19,534,919	5.86%

EXPENSES

Wages & Benefits	769,888	617,886	860,644	880,691	904,326	5.82%
LABOUR COSTS	769,888	617,886	860,644	880,691	904,326	5.82%
Capital from Operating	300,000	300,000	1,094,423	1,094,423	1,094,423	88.27%
Contracts	8,934,172	8,890,080	9,446,792	9,511,472	9,576,362	2.40%
Deposit to Reserves	(1,566,090)	(1,566,090)	10,000	10,000	10,000	-33.55%
Fiscal Cost	6,112,582	5,505,870	5,333,839	5,368,209	5,373,086	-4.03%
Insurance & Property Taxes	5,085	5,085	5,856	6,208	6,583	9.82%
Maintenance & Repairs	10,000	16,000	11,271	11,271	11,271	4.24%
Supplies & Materials	98,000	102,000	221,343	206,343	206,343	36.85%
Utilities	55,903	55,903	58,749	59,875	61,100	3.10%
NON-LABOUR COSTS	13,949,652	13,308,848	16,182,273	16,267,801	16,339,168	5.71%
Transfers/Recoveries	1,896,062	1,896,062	2,152,908	2,238,224	2,291,425	6.95%
RECOVERY	1,896,062	1,896,062	2,152,908	2,238,224	2,291,425	6.95%
TOTAL EXPENSES	16,615,602	15,822,796	19,195,825	19,386,716	19,534,919	5.86%

NET COST

0	(1,042,208)	0	0	0	0.00%
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	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>Fencing for 14 Lift Station Locations</i>	50,000	50,000	50,000
<i>Generator Wiring Connectors</i>	15,000	0	0
<i>Lift Station Pump Upgrades</i>	60,000	60,000	60,000
<i>New Utility Operator 1 / Labourer 1</i>	8,034	8,265	8,485
<i>Revenue Matrix</i>	(1,620)	(1,620)	(1,620)
<i>Utility User Fee Charges</i>	(498,981)	(498,981)	(498,981)
TOTAL NET COSTS INCLUDED IN BUDGET	(367,567)	(382,336)	(382,116)

WATER UTILITY

REVENUES

	2023 BUDGET	2023 PROJ'N	2024 BUDGET	2025 BUDGET	2026 BUDGET	% INC (DEC)
3244-08 -COMMERCIAL	7,508,483	7,833,713	8,210,149	8,370,713	8,403,921	3.98%
3244-11 -FIREMAINS	29,200	29,200	30,000	31,000	32,000	3.20%
3244-12 -HYDRANTS	98,882	98,882	98,882	99,882	100,882	0.67%
3244-23 -OTHER MUNICIPALITIES	2,790,837	3,125,021	3,119,760	3,182,155	3,321,059	6.33%
3244-30 -RESIDENTIAL	9,124,370	9,160,370	9,406,290	9,590,790	9,718,479	2.17%
3450-00 -RENTAL	6,600	6,600	6,000	6,000	6,000	-3.03%
3490-00 -SALES	7,000	7,000	7,000	7,000	7,000	0.00%
3551-00 -REVENUE-INTEREST	150,000	135,000	135,000	135,000	135,000	-3.33%
3591-03 -REVENUE-MISC. - MISCELLANEOUS	24,068	24,068	24,593	24,593	24,593	0.73%
3592-00 -FIRE PROTECTION-CITY	3,638,397	3,800,397	4,114,899	4,159,681	4,574,134	8.57%
3911-00 -PREVIOUS YEARS SURPLUS	1,127,365	1,127,365	228,380	0	0	-33.33%
3999-99 -REVENUES	0	0	0	0	0	0.00%
TOTAL REVENUES	24,505,202	25,347,616	25,380,953	25,606,814	26,323,068	2.47%

EXPENSES

Wages & Benefits	3,283,445	3,268,864	3,515,135	3,607,848	3,724,802	4.48%
Wages Overtime	59,000	69,000	59,000	59,000	59,000	0.00%
LABOUR COSTS	3,342,445	3,337,864	3,574,135	3,666,848	3,783,802	4.40%
Capital from Operating	300,000	300,000	1,633,406	1,633,406	1,633,406	148.16%
Communication	37,369	38,025	39,140	39,871	40,626	2.91%
Contracts	4,070,771	4,548,332	4,854,213	4,748,189	4,852,885	6.40%
Deposit to Reserves	3,078,616	3,078,616	1,255,000	1,255,000	1,255,000	-19.74%
Equipment	641,793	649,896	609,236	628,745	658,552	0.87%
Fiscal Cost	7,736,725	8,314,457	7,822,854	8,073,179	8,374,490	2.75%
Insurance & Property Taxes	240,682	243,621	254,081	264,060	274,481	4.68%
Maintenance & Repairs	102,100	385,100	112,677	79,077	96,077	-1.97%
Professional Development	68,279	77,250	98,802	98,802	98,802	14.90%

Professional Services - Other	45,000	30,000	45,000	45,000	45,000	0.00%
Promotional	15,000	2,000	15,000	15,000	15,000	0.00%
Supplies & Materials	684,008	973,874	788,192	732,401	734,124	2.44%
Utilities	810,738	804,953	823,025	839,473	855,902	1.86%
NON-LABOUR COSTS	17,831,081	19,446,124	18,350,626	18,452,203	18,934,345	2.06%
Transfers/Recoveries	3,331,676	3,394,100	3,456,192	3,487,763	3,604,921	2.73%
RECOVERY	3,331,676	3,394,100	3,456,192	3,487,763	3,604,921	2.73%
TOTAL EXPENSES	24,505,202	26,178,088	25,380,953	25,606,814	26,323,068	2.47%
NET COST	0	830,472	0	0	0	0.00%

	2024	2025	2026
	BUDGET	BUDGET	BUDGET
Level 2 and 3 Request included in Budget			
<i>4x4/UTV and snow tracks</i>	37,750	7,750	7,750
<i>Asphalt recycler - 10-ton capacity Bagella</i>	83,500	(130,000)	(130,000)
<i>Backflow/Private Hydrant/FOG (Fat Oil Grease) software</i>	35,000	15,000	15,000
<i>Diesel Pump Repair - Highfield Pumping Station</i>	20,000	0	0
<i>Hydrant Signage and Markers</i>	25,000	25,000	25,000
<i>New Boat and Hauling Trailer</i>	11,500	1,500	1,500
<i>New Dump Trailer</i>	11,500	1,500	1,500
<i>New Storage Tank - Reservoir Generators</i>	25,000	0	0
<i>New Utility Operator 1 / Labourer 1</i>	72,309	74,388	76,367
<i>New Utility Trailer</i>	9,500	1,500	1,500
<i>Operator Training</i>	20,000	20,000	20,000
<i>Revenue Matrix</i>	(12,000)	(12,000)	(12,000)
<i>Utility User Fee Charges</i>	(363,209)	(363,209)	(363,209)
TOTAL NET COSTS INCLUDED IN BUDGET	(24,150)	(358,571)	(356,592)

Summary of Level 2 and 3 Requests – Not Recommended

Level 2 - Indefinite Requests				
Department	Budget Request	Department Description	Amount	Administrative Comment
By-law	Operating costs for 4x4 Truck	Operating Costs for New Bylaw 4x4 Truck.	\$ 25,000	Based on current usage of existing vehicles, this request was not deemed necessary as some vehicles are parked during the day.
Communications	Dispatch call-out system	Need for automated callout software to optimize the management of employee call-outs after hours. Shifts awarded to accommodate seniority, refusals of in-class work, 16-hour max out, etc. Automation will improve response times, reduce grievances and associated overhead costs.	\$ 60,000	In 2023, the City added two additional permanent employees to the department. The annual cost of this solution outweighs the benefits of the solution.
Information Systems	New staff - programmer analyst (business analyst)	As technology is infused in all aspects of the cities lines of business, the demand for driving innovation forward is increasing. This role would provide the capacity to assist in moving innovation forward while providing focus on data and business process.	\$ 95,000	Based on affordability, Information System ranked the Cyber Security Analyst over this position. This work can be outsourced to consultants or outside vendors if needed.
Municipal fleet	Ghost fleet	Departments who have fleet that is currently not included in the overall corporate fleet.	\$ 1,173,827	Could not afford this request, numbers will be refined once the City performs and finalizes a vehicle utilization review.
Parks	Operating costs for power rake attachment	Operating costs for power rake.	\$ 2,895	Based on affordability and department ranking, current equipment was deemed sufficient. Funding was used for more important equipment.
Parks	Upgrade unit 701 chipper truck	Operating costs increase.	\$ 18,500	Based on affordability and department ranking, current equipment was deemed sufficient. Funding was used for more important equipment.
Public Transit (Codiac Transpo)	Summer student (1)	Total budget of \$12,000 with \$8,000 funded internally, seeking \$4,000 in new funds	\$ 4,000	Additional staffing provided to Codiac Transpo and new technology has reduced the administrative burden.
Public Works	New traffic devices maintenance funding	City growth has allowed for addition Traffic Devices in the Electrical Division. Maintenance funding needs to reflect additional cost to maintain the assets.	\$ 37,800	Level 1 budgets were adjusted to capture current cost and future growth is accounted for through operating from capital impacts.
Public Works	Sidewalk extension maintenance funding	City growth requires more funding to match the present connectivity gaps and sidewalk renewals. Maintenance funding needs to reflect additional cost to maintain the assets.	\$ 250,000	Project is required to assess the number of sidewalks we have in our City, assess their condition and create a strategy for the future. This project can advance as the new Active Transportation Coordinator has been hired by the City. Funding for maintenance also exist in our Capital Budget.
Public Works	Increase in LOS line markings for two applications per year	The reflectivity of the line markings are not meeting an acceptable level of service with one annual application. Funding for a second application is being requested.	\$ 270,000	In a separate request, administration is proposing to hire 3 additional resources in Public Works and Line Painting will be part of their workload in the summer.
Public Works	Increase to Downtown Brick Maintenance	The downtown brick condition is many locations is severe and in need of large area replacements. Present funding needs to be increase to address.	\$ 75,000	Analysis will be required and will need to be addressed through the capital budget.
Public Works	Single Axle Dump Truck	A single axle dump truck with a boom lift will allow for a more versatile unit in the present equipment compliments. Turning radius, lower profile to access , additional capacity for brine applications, more efficient pick up and deliveries etc.	\$ 27,000	Based on affordability and department ranking, current equipment was deemed sufficient. Funding was used for more important equipment.
Public Works	Float Trailer	Summer operations is seeing a need for 20 tonne float to allow for moving a larger mini excavator and other larger loads. The float will allow for more diversity of the type of excavation needing to be done which include off road ditching and outfall maintenance. The life cycle of trailer would be 15-20 years.	\$ 5,200	Strategy would have been more costly for City, based on cost, City is better off to continue renting when needed and has the proper budget to fund rentals.
Public Works	Pup Trailer	To allow for more hauling capacity. The pup trailer will increase load capacity by approximately 80%. No impact to present staffing levels. Hired truck supply and increase in hired equipment rates, this additional to the Fleet would provide a value added year around for work requiring two trucks. Operating costs.	\$ 5,000	This upgrade would not generate efficiency savings. Based on cost, City is better off to continue with current model which is already funded.
Public Works	Increase to annual tonnage allotment for Patching	The price per tonne of asphalt patching has seen substantial increases over the past few years, which in turn reduces the quantities available to perform the work. Funding needs to be adjusted to allow for inflationary effect.	\$ 400,000	Administration recommended to purchase a 10-ton Bagella that can do patching year round through the Utility Budget. This will decrease the need for contract patching with this new equipment.
Venues	Administrative Services Coordinator - Moncton Col	Key to further revenue generation at the Moncton Coliseum.	\$ 70,000	Will be re-assessed next year as the department had a vacancy all year and will evaluate the workload once fully staffed.

Level 3 - One-Time Requests				
Department	Budget Request	Department Description	Amount	Administrative Comment
By-Law	Add reinforced glass and door to lobby desk	Increase safety for staff working at the City Hall front desk	\$ 20,000	Renovations will happen through the City Hall Space Planning analysis.
By-law	4 x 4 Truck	Additional vehicle for Community Officers.	\$ 30,000	Based on current usage of existing vehicles, this request was not deemed necessary as some vehicles are parked during the day and an additional vehicle will be purchased shortly.
Environmental Planning and Management	Consultant contract: Municipal Ground Mount Solar PV Feasibility	Assess feasibility (locations, capacities, financial analysis, equipment specifications, outside funding opportunities, NB Power programs/purchasing/system requirements) of ground mounted solar PV systems on City-owned lands including but not limited to City-owned parking lots (CEEP Action 8).	\$ 20,000	Department decided that a Car Share program and an Electric Mobility Feasibility Study is higher priority and the department can only accomplish so many projects with existing resources.
Facilities	Increase maintenance and repair budget for HVAC	Award of maintenance & repair to Black & MacDonald ensures preventive maintenance and repairs are completed. The occurrences of equipment failure should diminish (Kay Crossman and Coliseum). Our maintenance and repairs budget needs a level 2 increase to pay anticipated increased costs.	\$ 200,000	Maintenance and Repair accounts have been increased by 10%. There also exists funding in the lifecycle reserve for these repairs for buildings such as City Hall, Kay Crossman and others.
Facilities	Convert door access at Operations Center to Avigilon platform	We currently use Axiom as our service platform provider for door access at the Operations Center. Axiom is no longer provides customer support. We therefore wish to transfer door access to Avigilon or some other compatible platform.	\$ 33,000	Current technology works and other options are being explored.
Parks	Power rake for mini loaders	Power rake attachments are very versatile tools in the grounds maintenance industry. They have the ability to till, level, remove rocks and sods, break up hard packed gravels and groom granular surfaces. Parks have hired companies with power rakes to groom trails, level topsoil and prepare for seeding, grooming baseball infields and warning tracks, break up heavily compacted gravels in parking lots.	\$ 28,000	The review of this request did not generate any efficiency savings as expected. Based on cost, City is better off to continue with the current model which is already funded.
Parks	Tailgate conveyor system	A bolt on device to improve material handling efficiency for mulch, topsoil and other bulk products.	\$ 20,000	The review of this request did not generate any efficiency savings as expected. Based on cost, City is better off to continue with current model which is already funded.
Parks	Upgrade unit 701 chipper truck	Upgrade existing unit to a heavier capacity for productivity improvement and add a hook lift option to add versatility to switch from dump box to flatbed to water tank to sand spreader quickly and easily.	\$ 135,000	The review of this request did not generate any efficiency savings as expected. Based on cost, City is better off to continue with current model which is already funded.
Public Works	Single axle dump truck	A single axle dump truck with a boom lift will allow for a more versatile unit in the present equipment compliments. Turning radius, lower profile to access , additional capacity for brine applications, more efficient pick up and deliveries etc.	\$ 120,000	The review of this request did not generate any efficiency savings as expected. Based on cost, City is better off to continue with current model which is already funded.
Public Works	Funding for Avenir Centre signage maintenance	Avenir Centre destination signage is aging with no budget to maintain.	\$ 10,000	Can be absorbed in the existing operational budget.
Finance	Replenish the water and wastewater provision for allowance for doubtful accounts	To increase the provision for bad debt to an adequate level.	\$ 125,000	This is required, but the City will gradually increase the budget in future years to meet the requirement.



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