

Town of Whitby

Staff Report

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Report Title: Recommended 2023 Operating and Capital Budget

Report to: Council

Date of meeting: February 16, 2023

Report Number: FS 06-23

Department(s) Responsible:

Financial Services Department

Submitted by:

Fuwing Wong, Commissioner, Financial Services/Treasurer x4314

Acknowledged by M. Gaskell, Chief Administrative Officer

For additional information, contact:

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1. Recommendation:

1. That the 2023 Operating Budget be approved at a net Town tax levy increase of \$6,688,604 (to a total tax levy of \$119,029,390 inclusive of estimated assessment growth) representing a 6% average residential increase to the Town levy or estimated 2% increase to the overall Whitby residential tax bill;
2. That the Town's 2023 operating budget, in the gross expense budget amount of \$165,166,559 inclusive of the recommended Operating Budget Decision Items as shown in Attachment 4 be approved and funded from the sources identified in Table 2 of report FS 06-23;
3. That the proposed user fee increases, and new fees as identified in Attachment 3 of report FS 06-23 be approved;
4. That staff be directed to bring forward a by-law to amend the Fees and Charges By-law to give effect to the recommendations contained in Report FS 06-23;
5. That the 2023 Capital Budget, in the gross capital budget amount of \$184,319,715, identified in Attachment 5, be approved and funded from the sources identified in Table 3 of report FS 06-23;

6. That the Treasurer's update of the Town's projected debt servicing charges as it impacts the Town's Annual Repayment Limit for all previously approved debentures and the proposed debentures, outlined in Staff Report FS 06-23, be received;
7. That the \$90,103,750 of proposed 2023 capital projects outlined in Table 1 of Report FS 06-23 be funded from debentures to be issued through the Region of Durham, following substantial completion of each project;
8. That in accordance with s.s. 5(1) of the Development Charges Act, and S. 5 of Ontario Regulation 82/98, it is Council's clear intention that any excess capacity provided by any of the capital projects will be paid for by future development charges;
9. That any donations, grants or subsidies applied in the 2023 capital program to projects with development charges funding are to offset the non-growth related costs of those projects;
10. That the transfers to and from reserves and reserve funds as identified in Attachment 6 of report FS 06-23 be approved;
11. That if the actual net taxable assessment growth is different than the estimated assessment growth of \$3,250,000, any excess be transferred to the Tax Rate Stabilization Reserve, or any shortfall be transferred from the Tax Rate Stabilization Reserve;
12. That the 2024 to 2032 capital forecast in the amount of \$1,382,005,017 be received for information and subject to future annual reviews as part of the capital budget process; and,
13. That Sub-Section 2.3 of By-law #7856-22, related to the Town's Low-Income Seniors and Low-Income Persons with Disabilities Tax Rebate Program, be amended to increase the rebate from \$462.00 (in 2022) to \$472.00 (in 2023).

2. Highlights:

- The Town's proposed 2023 Operating and Capital Budget represents a 6% increase to the Town's tax levy. On the total residential property tax bill, the Town's proposed 2023 budget works out to be a 2% increase for Town services or an additional \$9.83 per month for the average residential Whitby taxpayer.
- The 2023 Budget has been developed recognizing:
 - this budget follows two previous budgets where decisions were made to reduce, minimize and defer resources and investments to reserves in order to support the community through pandemic recovery;
 - the Town has experienced significant growth with 1,841 new households in 2022 alone, which is almost the same amount of growth in 2020 and 2021 combined;

- the significant inflationary pressures everyone is experiencing is also affecting the Town's operating or day to day expenses to deliver services and programs. To an even larger degree, the capital program to maintain existing infrastructure as well as create new/improved infrastructure to support the Town's growth and future is experiencing double digit inflation. In addition to high inflation, the increased cost of borrowing compared to the prior year is also a consideration in financing the capital program;
 - the alignment of lifecycle capital projects, within approved policy funding levels, with the Zero Carbon Whitby Costing Study which provides the low carbon pathway for asset replacement upgrades and the incremental costs to achieve net zero by 2045 and introduced the requirement for the budget document to include a Carbon Budget Report. The 2023 budget includes the Town's first Carbon Budget Report showing how proposed capital investments in the Town's 2023 budget impact the Town's annual greenhouse gas emissions in comparison to Zero Carbon Whitby target reductions.
- To balance affordability while addressing prior year's deferred investments, the proposed budget includes \$2 million of budget mitigations that reduce the impact on property taxes:
 - \$0.8 million in efficiencies from a line-by-line review; and,
 - \$1.2 million in proposed fee increases, revenue and other adjustments based on volume and trends.
 - The proposed budget also includes a \$1 million draw from contingency reserves to phase-in external pressures over three years.
 - However, the budget does not include a number of initiatives outlined in masterplans, nor does the budget address any of the estimated financial implications associated with the recent Provincial legislation Bill 23 More Homes Built Faster Act. These items have been presented in the budget as Decision Items "Not Included" for review and consideration as part of the budget process.
 - When combined with the Region's 2023 budget guideline, the total municipal increase on the overall property tax bill is 4.6%, which is below current inflation.

3. Background:

The Town of Whitby's budget is guided by various factors, the Corporate Strategic Plan, community engagement, the Town's studies/master plans related to growth, services, and infrastructure, multi-year business plans, service level standards, and external realities including significant inflationary pressures on goods and services purchased by the Town.

The budget is also guided by the Town's Financial Planning Principles and Policies to:

- Incorporate a long-term perspective
- Establish linkages to broad organization goals
- Focus budget decisions on results and outcomes
- Involve and promote effective communication with stakeholders

- Promote government management to improve program efficiency and effectiveness

As per the 2023 Budget Process and Calendar report (FS 45-22) the Town's multi-channel budget engagement and education campaign kicked off earlier than ever at the end of May and has seen record participation including over 3,450 site visitors (an increase of 85% from last year) and a 27% increase in completion of the Citizen Budget Tool. Feedback collected to date through Connect Whitby and the Citizen Budget Tool regarding resident budget priorities and perspectives has informed the business planning and prioritization process.

The proposed 2023 Operating and Capital Budget and Budget Highlights (refer to **Attachment 1** for the 2023 Budget Highlights document) publications were released January 23, 2023 and the budget engagement campaign continued through connectwhitby.ca/budget.

Council held a public meeting regarding the proposed 2022 Budget on February 6, 2023, where an overview of the 2023 budget and priorities were presented. Following the presentation, the meeting provided an opportunity for members of the public to share their thoughts and questions as well as through the Virtual 2023 Budget Forum on the Connect Whitby budget page prior to Council's budget deliberations.

This report comes forward as the culmination of the 2023 budget process with Council's deliberations on February 16, 2023.

4. Discussion:

Budget Summary

The 2023 Proposed Budget has been developed by staff across the organization and the Senior Leadership Team and is the outcome following a robust consultative community engagement and business planning/budget process. The budget includes investments based on three pillars:

- maintain the quality of Whitby's services,
- maintain \$2.6 billion worth of infrastructure; and
- prepare for our future growth and vision.

The budget was prepared through a detailed review of all budget lines, services / service levels, and incorporates \$0.8 million in continuing efforts to create efficiencies that reduce the Town's operating budget. Since 2012, the Town has identified \$5.5 million in efficiency budget reductions.

The Budget Summary in **Attachment 2** provides an overview of the major components of the budgetary impacts.

User Fee Increases and New User Fees

Municipalities must present a balanced budget, annually, and have limited revenue tools. Aside from property taxes revenues, the Town imposes fees and charges to specific users requesting services or programming from the Town. For example:

- developers pay fees related to development applications and building permit applications;
- residents requiring a marriage license or permit to hold an event on Town property pay appropriate fees to obtain these certificates and permissions from the Town; and
- residents, businesses, and visitors wishing to rent meeting space from the Town or residents wishing to participate in a recreational program pay the Town directly for these services.

User fees and charges provide varying levels of cost recovery to the Town to process and provide the services from those requesting/benefiting from the service. Otherwise, the costs would be borne by all taxpayers through property taxes.

Staff have reviewed user fees and charges and recommend fee increases and new fees, shown in **Attachment 3** of this report. The proposed changes in 2023 fees and charges will generate an estimated \$0.3 million in 2023 that would otherwise add to the 2023 property tax impact. Other adjustments, mainly due to volume, generated additional revenues/budget mitigation of \$0.9 million.

Decision Items Included in the Recommended Budget

A list of the recommended decision items has been included in **Attachment 4** of this report (reference decision items #1 to #34 and #41).

As shown in decision item #1 through to #27 (in Attachment 4), the 2023 budget proposes \$1.4 million investment for positions for the Town (23.01 FTE's) and increased grant funding for the Whitby Public Library (2.0 FTE's).

The Town undertook a Workforce Plan Study in 2022 and as part of the study it identified that when compared to the Municipal Benchmark of 12.2 full time equivalents (FTE's) per 1,000 households, the Town had a historic staffing shortfall of 22.3 FTE's as of 2022. In addition, based on the forecasted growth, a further 19.8 FTE's are required each year from 2023 to 2025. This results in a Workforce Plan recommended 2023 budget of 42.1 FTE's.

Recognizing that resource investments had been postponed in 2021 to offer low tax increases during the pandemic, to balance affordability, staff prioritized 23.01 FTE requests to be included in the proposed 2023 budget which does not include all the resources required to address growth and improved services outlined in masterplans and in the Business Plan. In reviewing staffing requests, priority was provided to additional staffing required to maintain essential services and service levels (e.g. road maintenance) as the Town grows. A secondary priority was placed on additional

staffing requests required to implement some strategies, master plans approved by Council and new services/programs requested by the public/Council.

As shown in decision items #28 through to #34 and #41 (in Attachment 4), staff also recommend proceeding with decision items that do not have a staffing or position impact including:

- Proposed new/existing user fee increases;
- Operating budget savings related to proposed minor service level reductions; and
- A \$1 million draw from contingency reserves to phase in external pressures on existing Town services/base budget:
 - \$0.4 million to address inflationary pressures related to fuel. The total 2023 fuel inflation impact for the Town is \$0.8 million. Half of the \$0.8 million was incorporated into the proposed 2023 budget and the other half is proposed to be funded from the reserve draw. If fuel prices do not decline in 2023, the other \$0.4 million will be incorporated into the proposed 2024 operating budget; and
 - \$0.6 million related to Elexicon dividend pressures to be phased-into the Town's future operating budget over a three-year period. The Town's base operating budget includes Elexicon dividend and interest income as a source of funding for Town operations. Elexicon announced a decrease in dividends by \$0.9 million starting in 2023. The proposed 2023 budget includes a \$0.3 million decrease in Elexicon (budget) revenues and a \$0.6 million reserve draw to account for the \$0.9 million revenue drop. The remaining \$0.6 million of dividend revenue reduction from the Town's budget will continue to be phased over 2024 and 2025.

Capital Budget Highlights

Attachment 5 of this reports provides a list of the capital projects included in the proposed 2023 Capital Budget. The 2023 Capital Budget represents an investment of \$184,319,715 for 394 projects, of which 18% of the investment is for infrastructure renewal projects (asset management) and 82% is new infrastructure to extend services to our growing areas and community enhancements / strategic initiatives.

The 2023 capital program is funded:

- 27% by non-tax-based sources of funding, including development charges, grants (e.g. Canada Community Building Fund), user fee based reserves and other external funding sources.
- 24% by the Town's tax-based funded reserves and reserve funds, and
- 49% by Long Term Debt, comprised of 96% DC funded debt, 3% Town's tax-based funded reserves and 1% Town's user-fee funded reserves.

Further details of the funding of the proposed 2023 capital program are included in Table 3 of the Financial Considerations section of this report.

Operating Budget Highlights

The proposed 2023 Operating Budget includes \$165 million of gross expenditures (inclusive of the Decision Items noted above and in Attachment 4) to support the provision of existing municipal services to the community and setting aside funds for the renewal of existing/aging infrastructure and to pay for the Town's share of new infrastructure in growth areas.

The operating program is funded \$121 million from the property tax revenues including \$6.7 million or 6% budgetary increase, and the remaining \$44 million is funded from user fees, other revenues, and contributions from reserve and reserve funds. Further details are included in Table 2 of the Financial Considerations section of this report.

Reserve and Reserve Funds

Reserve and reserve funds are a critical component of the Town's Long Range Financial Plan (LRFP) and are an important tool for financial sustainability. The reserve/reserve funds are used to maintain a stable financial position, minimize fluctuations in the tax rate and support future funding requirements. They are funded from development charges, user fees, operating surpluses, external sources and tax-based contributions.

As shown in **Attachment 6** and outlined in page 219 to 223 of the 2023 Budget Book, there is \$6.5 million in draws from the reserve and reserve funds that are necessary to finance services provided that are operating in nature:

- \$0.9 million for debt payments
- \$0.2 million for grants issued by the Grants Review Committee
- \$0.2 million from the Building Permit Reserve Fund
- \$1.0 million from the tax rate stabilization reserve to offset a forecasted reduction in Elexicon dividend revenue and higher fuel costs, and
- \$4.2 million for the anticipated draw from the Canada Community Building Reserve Fund for the Capital asset management envelope

The proposed 2023 budgeted contributions to reserve and reserve funds total \$40.9 million. The primary ongoing contributions are to the Asset Management Reserve Fund of \$27 million to support infrastructure renewal projects as part of the Town's asset management plan and \$12.1 million to the Growth Reserve Fund to pay for the cost of new infrastructure in growth areas that due to legislation cannot be paid for by development charges.

Proposed transfers to program reserve / reserve funds totalling \$1.8 million of which all but \$0.2 million (i.e. tax based contribution to the Municipal Election reserve and Façade Grant reserve) represent non-tax-based contributions in the form of user fees or operating surpluses (e.g. arena surcharge, road occupancy charges, marina surplus, parking surplus, funds raised from events that are contributed to the Mayor's Community Development Fund).

Pages 224 to 227 of the 2023 Budget Book outlines the forecasted reserve and reserve fund balances estimated for the 2022 year-end and the 2023 budgeted/assumed draws and receipts. Staff will update this forecast through the year and report to Council.

Long Term Debt

The proposed 2023 Capital Budget includes \$90,103,750 of long-term debt financing as outlined in Table 1 below.

The table also includes previously approved debt for White Bridge, and the Mid-Arterial Roadway which were budgeted for and funded over several years. The figures noted in the table represents the proposed debt financing portions of the projects that are to be funded through future debentures issued through the Region of Durham.

Table 1 – Long Term Debt Future Debentures

Project	Previously Approved Budget \$ and Year	2023 Budget	Total	Annual Repayment Source
Mid Arterial Roadway – Ashburn to Garden St Extension (40226020)	\$9,344,925 (2022) \$8,393,000 (2021)	\$0	\$17,737,925	Development Charges
White Bridge (40206111)	\$5,752,695 (2022)	\$3,500,000	\$9,252,695	Growth Reserve Fund and Development Charges
Whitby Sports Complex (71201033)	\$0	\$85,000,000	\$85,000,000	Development Charges
Operations Centre Expansion (Phase 2) (30211305)	\$0	\$1,000,000	\$1,000,000	Development Charges and Growth Reserve Fund
Whitby Marina Pier #2 (74241101)	\$0	\$603,750	\$603,750	Marina Reserve Fund
Total	\$23,490,620	\$90,103,750	\$113,594,370	

Annual Repayment Limit (ARL) Update

The Town of Whitby, like other lower tier municipalities, must secure long-term debt through the upper tier municipalities. This means, that the Town of Whitby, must secure long-term debt to finance capital projects through the Region of Durham.

Provincial policy allows municipalities to incur debt servicing costs (e.g. principal and interest payments) equivalent to 25% of their Net Revenues, which include tax levies, user fees and other income, without prior approval of the Ontario Land Tribunal. Further, Whitby Council has approved a Town Debt policy that sets the debt servicing limit to a maximum of 12% of Net Revenues (e.g. lower than the Provincial 25% maximum limit).

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403-02 of Section 401 of the *Municipal Act*. Before Council's approval of additional debt, the Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding debt financing of capital programs.

The last Annual Repayment Limit report received from the Province, dated March 15, 2022 (based on the 2020 Financial Information Return (FIR) data), indicates the ARL for the Town was \$34,363,776 (representing 25% of the Town's net revenues) and that the Town's net debt servicing costs were only \$373,557 or 0.3%.

The 2022 ARL (based on the 2020 FIR data) did not include the full annual impact of the \$14,250,000 of external debentures issued, through the Region in 2020.

The Treasurer has updated the Town's Annual Repayment Limit calculations for the full impact of the 2020 debenture, the \$23,490,620 of previously approved debt financed budget for the Mid-Arterial Roadway and White Bridge, and the \$90,103,750 of debentures proposed in the 2023 capital budget for continued work on White's Bridge, the Whitby Sports Complex, the 1st year of a multi-year project for the Operations Centre Expansion (Phase 2), and the replacement of Whitby Marina Pier #2.

Based on the Treasurer's update of the Town's ARL calculations, it is concluded that:

- Annual debt servicing costs (principal and interest payments) on external debt already issued is \$1,124,626.
- Additional debt related to previously approved budget for White Bridge and the Mid-Arterial Roadway, is anticipated to increase the Town's annual debt servicing costs by \$2,081,396 (from \$1,124,626 to \$3,260,022) per year.
- Furthermore, the 2023 proposed debt for the four projects in Table 1 is anticipated to further increase the Town's annual debt servicing costs by \$8,145,043 (from \$3,260,022 to \$11,405,065) per year.
- Based on these projections, the Town's overall external debt servicing costs are anticipated increase to approximately 8.3% of the Town's net revenues.
- Accordingly, the Town is projected to continue to be below the 25% of net revenues set by the Province and below the 12% of net revenues set by Town policy.

Carbon Budgeting

In 2021, Council endorsed the Zero Carbon Whitby Plan which has a goal of a 100% reduction in Greenhouse Gas emissions by 2045. Greenhouse Gas (GHG) emissions is measured in kg of CO₂ equivalent (**kgCO₂e**) and the 2045 goal was established using 2019 Town GHG emissions, of 5.5 million kgCO₂e/year, as the baseline.

The Zero Carbon Whitby Plan also had an interim goal of a 1.1 million kgCO₂e reduction by 2025 and 2.2 million kgCO₂e reduction by 2030 (or 20% and 40%, respectively, below the 2019 Town emission baseline).

As part of the Zero Carbon Whitby Plan, Staff and Council committed to better transparency in the budget process related to how proposed capital investment in the budget would impact the Town's GHG emissions and the Town's progress toward a 2045 net zero target.

Unfortunately, the proposed 2023 Capital budget investments will result in a net 14,527 kgCO₂e increase in Town GHG emissions per year:

- Proposed 2023 asset replacements with a sustainability component will reduce the Town's GHG emissions by almost 72,950 kgCO₂e per year; however,
- Growth-related capital projects (mainly net new vehicles for staff to properly serve residents as the Town grows) are projected to add 87,477 kgCO₂e of Town GHG emissions annually.

While the Town has almost offset the GHG impact of net new vehicles, the proposed budget, unfortunately, does not result in a net reduction in annual GHG emissions and does not move the Town towards the corporate Zero Carbon Whitby target.

Town staff identified a number of projects (identified as Decision Item #49 in the budget book) which would result in an addition 165,373 kgCO₂e of annual emission reductions. However, due to other budget pressures and a proposed 2023 budget increase already at 6%, Decision Item #49 (at a cost of over \$700,000 to implement) is not included in the proposed budget. Should additional funding be available, the implementation of Decision Item #49 would reduce the Town's annual GHG emissions by a net of 150,846 kgCO₂e (= 14,527 – 165,373 kgCO₂e) when factoring in other 2023 capital projects.

Additional Funding to Support Zero Carbon Whitby Plan/Sustainability Projects

The Town completed a Zero Carbon Whitby Costing Study ("Study") in 2022, which estimated an incremental infrastructure investment cost of approximately \$64 million between 2022 and 2045 in order for the Corporation of the Town of Whitby to achieve net zero by 2045. It is recognized that the property tax-base alone cannot fully fund the required \$64 million investment and additional funding is needed from the other levels of

government. The Town has been seeking grant funding from other levels of governments and organizations in support of various capital projects that will reduce the Town’s GHG emissions. Further, in 2022 the Town also established a Zero Carbon Revolving Reserve Fund. However, being a newly created reserve with no significant one-time/“seed” funding or sustainable funding source, the reserve currently only has a balance of \$41,810 (which is proposed to be invested in other 2023 sustainability capital projects).

5. Financial Considerations:

Recognizing the Town is 34% of the property tax bill, the Town’s budgetary increase of \$6.7 million represents a 2% impact on the overall property tax bill. This represents an annual \$118 increase for an average Whitby homeowner, with a home assessed at \$503,000 (average Municipal Property Assessment Corporation (MPAC) assessment) or \$23.46 per year for every \$100,000 of assessment value.

The recommended 2023 Operating Budget is \$165,166,559 and is funded from the following sources detailed in Table 2.

Table 2 – 2023 OPERATING BUDGET FUNDING SOURCES

Source of Funding	Amount
Taxation (including Payments in Lieu and Supplemental Taxes)	\$121,114,390
Grants	\$230,152
User Fees	\$28,959,036
Other Revenues	\$6,006,320
Internal Recoveries	\$2,397,660
Transfers from Reserves	\$6,459,001
Total Revenues	\$165,166,559

Table 3 below summarizes the funding sources for the recommended 2023 Capital Budget totaling \$184,319,715 (as shown detail in **Attachment 5**).

Table 3 – 2023 Capital Budget Funding Sources

Source of Funding	Amount
Asset Management Reserve Fund	\$30,135,536
Canada Community Building Reserve Fund	\$5,709,330
Development Charges	\$40,890,030
Growth Reserve Fund	\$13,591,345
Program Reserves <ul style="list-style-type: none"> • \$300,000 Road Infrastructure Reserve • \$16,279 Dedications Reserve • \$392,952 Corporate Development Reserve • \$75,000 Facade Grant Reserve • \$299,365 Arena Reserve • \$26,684 Future-Specified • \$41,810 Zero Carbon Revolving Reserve Fund • \$181,356 Marina Reserve Fund • \$1,459,296 Parking Reserve Fund • \$130,478 Building Permit Revenue Reserve Fund 	\$2,923,220
One-Time Reserve Fund	\$489,000
Long-Term Debt	\$90,103,750
External Contributions	\$477,504
Total Financing	\$184,319,715

Update to By-law 7856-22: Low-Income Tax Rebate Program

The Town’s Low-Income Seniors and Low-Income Persons with Disabilities Tax Rebate program was reviewed in 2022 and increased from \$400 (in 2021) to \$462 (in 2022) with an indexing provision. Based on the indexing, the tax rebate for eligible residents will increase to \$472 in 2023 to be funded by the Town (\$409.22) and School Boards (\$62.78). It is recommended that By-law 7856 be updated to reflect the 2023 rebate of \$472.

6. Communication and Public Engagement:

This year, community engagement started earlier in the process than ever before to provide residents with multiple opportunities to share their priorities and inform the budget process. For the third year in a row, public engagement and feedback has been received about the Town's services and budget through the Citizen Budget Engagement Tool. In December the results of this engagement was shared online at www.connectwhitby.ca/budget and is presented as **Attachment 7**.

To continue the engagement, the Connect Whitby Budget page was updated in early January with four newly created videos to help the public understand the budget and municipal finances. The Connect Whitby Budget page was updated on Monday, January 23, 2023 with the release of both the 2023 budget book and Budget Highlights document. Between January 23 to February 8 the public were invited to continue to provide input into the budget process with the Virtual 2023 Budget Forum at www.connectwhitby.ca/budget

On February 6, a public meeting was held where an overview regarding the proposed 2023 Budget and priorities was presented. Members of the public had the opportunity to make a delegation and share their thoughts and questions with staff and Council.

All communication channels were leveraged to share information on these opportunities and the availability of the budget, including social media, media outreach, a public notice, eNews updates, newspaper advertising and more.

7. Input from Departments/Sources:

The preparation of the annual budget requires significant resources from every department.

The budget is based upon Council approved policies, the 2022 to 2024 Business Plan, inflationary assumptions and initial budget submissions by departments.

Staff utilized their knowledge and experience and input received from the public regarding programs and services and collaborated in the development, review and prioritization of the budget.

The Senior Leadership Team provided input into the prioritization of projects and positions for the proposed 2023 budget. The budget does not include all the resources required to meet the pressures of growth, improve services and address business priorities and as such, work plans reflect that some initiatives have been deferred to future years and others are planned to be implemented over a longer time period.

8. Strategic Priorities:

The 2023 budget process and the budget report supports the Town's Corporate Strategic Plan and in particular the objective related to the Organization Priority: Develop and utilize comprehensive business and financial planning processes.

The 2023 budget also supports the Zero Carbon Whitby Plan as it includes the Town's first Zero Carbon Budget report which tracks how the 2023 budget projects add or subtract to the Town's greenhouse gas emissions and progress towards reduction interim targets.

9. Attachments:

Attachment 1 – Budget Highlights

Attachment 2 – 2023 Budget Summary

Attachment 3 – Proposed New Fees and Changes to Existing Fees (source: excerpt from pages 551 to 638 of the 2023 Budget Book)

Attachment 4 – Decision Items (source: excerpt from pages 25 to 30 of the 2023 Budget Book)

Attachment 5 – Recommended 2023 Capital Budget (source: excerpt from pages 341-388 of the 2023 Budget Book)

Attachment 6 – Proposed Reserve/Reserve Fund Transfers (source: excerpt from pages 219 to 223 of the 2023 Budget Book)

Attachment 7 – Community Engagement Results