

#1

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Saturday, December 31, 2022 1:24:43 PM  
**Last Modified:** Saturday, December 31, 2022 3:10:19 PM  
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## Page 1: 2022 Budget - The Starting Point

## Q1

Please enter your last name

Merton

## Q2

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

**Agree,**

Other (please specify):

Recommend additional information added to page 1 to include revenue generating or cost containment potential, cost comparison between capital equipment purchase or contracting /rental. Also consider the categories of identifying if the capital equipment is to have a regional or local shared resource capacity with other municipalities or community institutions and if this capital equipment purchase falls under a Social Procurement policy and procedure.

## Q3

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

Yes, Comments:

Climate mitigation impact and carbon footprint information relating to current and proposed future capital equipment purchase. Include Social Infrastructure/Community Well Being as a Capital line Item that would incorporate future requests that may come forward to Council . Some potential examples to clarify this suggestion might be a donation request from GBHS Foundation for the 2nd MRI scanner, The Health Sciences program at Georgian College OS Campus, Physician and primary health care recruitment project. A category that also could be included in the Capital detail sheet could be resale value for replacement capital item, cost for disposal or plan to recycle or donate .

**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

Number of People positively impacted by the Project	<b>Higher Degree of Importance</b>
Health and Safety Concern	<b>Highest Degree of Importance</b>
Required for Legislative Compliance	<b>Highest Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Balanced Importance</b>
Supports Inclusion, Equity and Diversity	<b>Highest Degree of Importance</b>
Impact on Operational Performance	<b>Highest Degree of Importance</b>
Can the investment be leveraged with Grant funding	<b>Balanced Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Highest Degree of Importance</b>
Identified in Strategic Plan	<b>Balanced Importance</b>
Identified through Public Engagement	<b>Higher Degree of Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>

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**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Yes- Degree to which the Capital project impacts economic growth and community sustainability. Degree to which the Capital project intersects with and collaborates with the regional and upper tier strategic directions. Degree to which the project builds on intersectoral and cross sectoral partnerships and shared funding opportunities.

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**Q6**

**Respondent skipped this question**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

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**Q7**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

1

**Review of the Asphalt program with a view to the climate mitigation strategy in relation to the use of asphalt and heat islands in parking lots.**

2

**Review of the City Facilities relating to total inventory and cost to maintain from a sustainability lens.cost assets**

3

**Review of the Downtown Core and Phase 2 DRP project in relation to the aesthetics of the entire Downtown area. ation to**

**Q8**

**Respondent skipped this question**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

**Q9**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

**Agree,**

Other (please specify):

Utilization data / cost recovery and revenue generated for the City owned assets( recreation facilities, camping grounds) included with an inventory would be valuable as a reference alongside the operational costs.

**Q10**

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023.Wages represent 64% of the City's gross budget. As shown on Appendix D.In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes)Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

A reasonable increase should not exceed (enter amount):  
Based on the latest BMI study a category that needs to be included in this question should either be holding the current % levy by cost containment and efficiencies or Council discussion regarding how to realign Owen Sound more to the median or a more favorable comparable position..

**Q11**

**Agree**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

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**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

Identification of information sources, best practices or established methodologies already in place in other municipalities or communities. Identification of the key stakeholders who provided input and those who may be impacted either directly or indirectly by the service level change. Communication strategy and information rollout plan if service change is approved. Identification if collaborative service partnerships or shared resources were part of the business plan.

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**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

Review the options of Regional or corporate centralization approaches for some functional centres.

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**Q14**

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

The recent Operational Review consultant's report will be a valuable resource regarding operational options and opportunities.

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**Q15**

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

Will the public members on our Committees and at large have an opportunity to provide input into the budget priorities and direction?

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## #2

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Sunday, January 01, 2023 1:30:05 PM  
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**Time Spent:** 08:23:50  
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## Page 1: 2022 Budget - The Starting Point

## Q1

Please enter your last name

Farmer

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## Q2

Agree

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

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## Q3

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

Yes, Comments:

I would like to better understand what funding has already been committed to project. For example, I think it's important to know if we're in year two of a 3 years project and funding was allocated last year. But perhaps that's what 'costs incurred to 2022 year end' means and I'm just not looking at relevant examples from last year's budget update?

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**Q4**

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Degree of association with Climate Change Mitigation and/or Adaptation	<b>Highest Degree of Importance</b>
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Identified through Public Engagement	<b>Balanced Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>
Comments:	Climate change adaptation and mitigation need to be broken into separate categories because they are fundamentally different things. Looking through the most recent budget update in the Capital Budget Book 2023, staff conflate the two issues and weight them differently project to project in the appendix. Breaking out the two factors would let us differentiate between adaptation (for example adding hard shoreline to the waterfront or river bank to prevent erosion OR increasing storm sewer surge capacity for flooding events) and mitigation (for example projects that reduce GHG emissions, increase energy efficiency or support biodiversity). Adaptation helps us to maintain and preserve assets. Mitigation helps us to address our contribution to the root causes of climate change. There are different arguments to be made for these different types of projects and lumping them together reduces the clarity of public priority and council decision making.

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Climate change mitigation as separate from adaptation

**Q6**

Respondent skipped this question

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

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**Q7**

Respondent skipped this question

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

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**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

1

**Funding to support the Partners in Climate Protection work**

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**Q9**

Neither agree nor disagree

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

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**Q10**

**CPI is a reasonable benchmark for the total municipal levy increase**

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

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**Q11**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

**Disagree,**

**Comments:**

The business case template should explicitly include fields for the social and environmental implications along with the financial

**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

It would be helpful to be able to forecast the future cost of postponed action. For example, we can fix X this year for 90K or put it off. The future cost of repair would be 140K. I acknowledge it may not be possible to forecast these costs in all scenarios

**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

- The partners for climate protection work needs a funding source  
- There are opportunities to better partner with local volunteer organizations to leverage expertise and work. For example, might the Owen Sound Field Naturalists help to eradicate non-noxious invasive species in local parks Or might the Owen Sound Waste Watchers be active partners in reducing trash in the City.  
Partnerships like that can help Owen Sound to achieve more without requiring paid positions but the partnerships need to be cultivated and tended by staff or council in some capacity which will require resources. I'd like to see a plan to map and strengthen City - Community partnerships.

**Q14**

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

The Kelso Beach ball diamond is not financially sustainable.  
Fireworks events are disruptive to wildlife, pets, and folks with histories of trauma. City Fireworks could be modified to require silent fireworks or shifted to other forms of light shows. Lighting and videography shows could potentially be funded with arts grants.  
The City of Halifax received a report that described ways to better align police funding with community need and equity priorities. It should be referenced for strategies that might be applicable to Owen Sound. I don't believe Council can mandate this, however. (<https://www.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/220117bopc1021.pdf>)  
Parks and Open Spaces may find cost savings by replacing annual plantings with native perennials and shifting portions of grass to perennial planting beds where the management of those beds is shared with local gardening organizations.



**Q15**

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

Based on the information I was able to review I was left with some questions:

- Of the projects identified in the capital budget book, how many are underway and does the priority ranking indicate that they are proceeding in that order?
- Are we accounting for the ecological services of parks and hazard land?
- Are there forecasts for additional revenue being generated by new builds?
- How were staff oriented to the priority scaling process? There are discrepancies between scores and descriptions across projects.

Also if any of my above suggestions are more appropriate for other avenues, please let me know.

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## #3

COMPLETE

**Collector:** Council Link (Web Link)  
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**Time Spent:** 10:07:44  
**IP Address:** 74.220.184.90

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### Page 1: 2022 Budget - The Starting Point

#### Q1

Please enter your last name

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#### Q2

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

**Neither agree nor disagree,**

Other (please specify):

The sheets are a starting point. However when projects such as new pedestrian crosswalks are constructed downtown and are not illustrated as part of expenditures presented than a better job needs to be done.

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#### Q3

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

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**No additional suggestions**

**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

Number of People positively impacted by the Project	<b>Balanced Importance</b>
Health and Safety Concern	<b>Higher Degree of Importance</b>
Required for Legislative Compliance	<b>Higher Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Higher Degree of Importance</b>
Supports Inclusion, Equity and Diversity	<b>Lowest Degree of Importance</b>
Impact on Operational Performance	<b>Higher Degree of Importance</b>
Can the investment be leveraged with Grant funding	<b>Balanced Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Balanced Importance</b>
Identified in Strategic Plan	<b>Balanced Importance</b>
Identified through Public Engagement	<b>Lower Degree of Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>

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**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Consideration of current supplier constraints worsening pricing. Some projects may get bigger return on the dollar placing funds in reserve for future years.

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**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

1	<b>Alpha Street reconstruction</b>
2	<b>4th Avenue West reconstruction</b>
3	<b>Nine Bends trail remediation</b>

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**Q7**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

- |   |  |
|---|--|
| 1 | <b>Shave, pave 900 block of 1st Ave W. with DRP out of 5 year plan minimum.</b>  |
| 2 | <b>Duncan McClelland diamond improvements require an assessment of what is incorporated into the unreasonable budget request and then scaled back to more practical budget allotment</b> |
| 3 | <b>Caboose roof was planned a few years ago. If this is not achieved the rot will leave a much larger problem for optics.</b>  |
- 

**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

- |   |  |
|---|--|
| 1 | <b>Residents would like lighting on the island at Harrison Park</b>  |
| 2 | <b>Get water and waste water back to being tethered with capital budget presentation. Council needs to be more aware of bad road over good pipe or opposite for example. Also has staffing ramifications assessing projects.</b> |
- 

**Q9**

**Disagree**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

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**Q10**

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

A reasonable increase should not exceed (enter amount):  
1 percent in total. A home assessed at \$700k has residents willing to sell and move out of Owen Sound due to the gross dollar impact of 2 or 3% increases.

**Q11**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

**Neither agree nor disagree,**

Comments:

What is also needed are evaluations from management of service adjustments to lessen department costs. I.e, working to gather leaves from cemetery rather than 'leaf' them or what would an extra 2 days on grass cutting look like with more flexibility for response to reduce department costs. Or, what would a reduction in engineering look like, particularly if development slows?

**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

Noted above.

**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

Cannot afford them at this time.

**Q14**

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

The art gallery must generate more open hours to align with the staffing expense. Or reduce the wage costs. Plus or minus a couple of percentage points the gallery likely equates to approx \$475 per hour of tax subsidy alone it is open.

**Q15**

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

This may be a tough budget but it must reflect what is occurring in many private businesses which is hold status quo or planning on staffing reductions.

#4

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Thursday, January 05, 2023 10:02:17 AM  
**Last Modified:** Thursday, January 05, 2023 10:30:06 AM  
**Time Spent:** 00:27:49  
**IP Address:** 173.35.20.163

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Page 1: 2022 Budget - The Starting Point

**Q1**

Please enter your last name

Hamley

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**Q2**

**Agree**

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

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**Q3**

**No additional suggestions**

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

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**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

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Health and Safety Concern	<b>Balanced Importance</b>
Required for Legislative Compliance	<b>Lowest Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Higher Degree of Importance</b>
Supports Inclusion, Equity and Diversity	<b>Lower Degree of Importance</b>
Impact on Operational Performance	<b>Balanced Importance</b>
Can the investment be leveraged with Grant funding	<b>Lower Degree of Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Lowest Degree of Importance</b>
Identified in Strategic Plan	<b>Balanced Importance</b>
Identified through Public Engagement	<b>Lower Degree of Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Potential future replacement costs

**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

1	<b>Alpha Street Reconstruction</b>
2	<b>All Bayshore Efficiency Upgrades</b>
3	<b>Asphalt Resurfacing Program</b>

**Q7**

**Respondent skipped this question**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

**Q8**

Respondent skipped this question

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

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**Q9**

Agree

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate background ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

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**Q10**

A reasonable increase should not exceed (enter amount):  
0

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

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**Q11**

Neither agree nor disagree

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

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**Q12**

Respondent skipped this question

Is there any additional information that would be helpful in considering proposed changes to service levels?

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**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

Allocating some city funds to the Community Improvement Plan's budget.

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**Q14**

Respondent skipped this question

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

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**Q15**

Respondent skipped this question

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

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#5

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Thursday, January 05, 2023 1:55:44 PM  
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**Time Spent:** 03:49:12  
**IP Address:** 70.48.255.154

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Page 1: 2022 Budget - The Starting Point

**Q1**

Please enter your last name

Boddy

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**Q2**

**Agree**

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

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**Q3**

**No additional suggestions**

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

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**Q4**

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Identified through Public Engagement	<b>Lower Degree of Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Lower Degree of Importance</b>

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

1. Does it help grow the tax assessment base.
2. "Need to do" and infrastructure deficit replacement should be prioritized ahead of "nice to haves" and new projects, especially if they will add operating costs, and if it cannot be shown to reduce operating costs.
3. IF it is proposed that the capital expenditure will increase efficiency and reduce operating costs, it has to be supported with a reduction in the operating budget. I.e. it can't be speculative.

**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

- |   |  |
|---|--|
| 1 | <b>needs ahead of nice to haves. Alpha Street Hill</b> |
| 2 | <b>9th Ave East (north)</b>                            |
| 3 | <b>4th Ave West</b>                                    |

**Q7**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

1

**defer River Precinct phase 3 and 4. Would rather use provincial grants on Alpha vs debenturing it.**

**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

1

**Maybe un-opened road allowances in the industrial park that may be needed to open usable industrial lands.**

**Q9****Agree**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

**Q10**

A reasonable increase should not exceed (enter amount):  
1.5%

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

**Q11****Disagree,**

Comments:

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

If there is a service level increase, I would like to see it include a staff recommendation of what service can be reduced to off set the new spending.

**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

see above

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**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

We need to budget to develop and support a fully functioning Investment Attraction Strategy to take the City forward over the next 5-10 years. We can't keep following the "build it and they will come" strategy while every other successful municipality has a plan and outpaces COS.

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**Q14**

Respondent skipped this question

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

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**Q15**

Respondent skipped this question

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

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#6

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Thursday, January 05, 2023 6:25:58 PM  
**Last Modified:** Thursday, January 05, 2023 7:29:17 PM  
**Time Spent:** 01:03:18  
**IP Address:** 99.249.246.139

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Page 1: 2022 Budget - The Starting Point

**Q1**

Please enter your last name

Kukreja

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**Q2**

**Agree**

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

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**Q3**

**No additional suggestions**

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

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**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

Number of People positively impacted by the Project	<b>Higher Degree of Importance</b>
Health and Safety Concern	<b>Highest Degree of Importance</b>
Required for Legislative Compliance	<b>Higher Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Balanced Importance</b>
Supports Inclusion, Equity and Diversity	<b>Balanced Importance</b>
Impact on Operational Performance	<b>Highest Degree of Importance</b>
Can the investment be leveraged with Grant funding	<b>Highest Degree of Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Higher Degree of Importance</b>
Identified in Strategic Plan	<b>Higher Degree of Importance</b>
Identified through Public Engagement	<b>Balanced Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Higher Degree of Importance</b>

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Cannot think of anything else

**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

1	<b>Roads and sidewalks</b>
2	<b>Protection services</b>
3	<b>Environmental services</b>

**Q7**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

1	<b>None that I can think of.</b>
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**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

1 **None**

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**Q9****Strongly agree**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

---

**Q10****The increase should be less than CPI**

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

---

**Q11****Agree**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

---

**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

No.

---

**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

No

---



**Q14**

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

No

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**Q15**

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

Thanks

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#7

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Friday, January 06, 2023 2:58:01 PM  
**Last Modified:** Friday, January 06, 2023 3:04:52 PM  
**Time Spent:** 00:06:50  
**IP Address:** 99.249.247.20

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**Q1**

Please enter your last name

Dodd

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**Q2**

**Agree**

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

---

**Q3**

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

Yes, Comments:

As we do any capital project that is to enhance operational efficiency, I would like to see where that is offset on the operating budget

---

**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

Number of People positively impacted by the Project	<b>Higher Degree of Importance</b>
Health and Safety Concern	<b>Higher Degree of Importance</b>
Required for Legislative Compliance	<b>Highest Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Balanced Importance</b>
Supports Inclusion, Equity and Diversity	<b>Balanced Importance</b>
Impact on Operational Performance	<b>Higher Degree of Importance</b>
Can the investment be leveraged with Grant funding	<b>Higher Degree of Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Balanced Importance</b>
Identified in Strategic Plan	<b>Higher Degree of Importance</b>
Identified through Public Engagement	<b>Balanced Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Future replacement cost of project

**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

1	<b>Alpha</b>
2	<b>Fire hall</b>
3	<b>Animal control bldg</b>

**Q7**

**Respondent skipped this question**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

1

**Outdoor water fountains**

---

**Q9****Strongly agree**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

---

**Q10**

A reasonable increase should not exceed (enter amount):  
2%

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

---

**Q11****Strongly agree**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

---

**Q12****Respondent skipped this question**

Is there any additional information that would be helpful in considering proposed changes to service levels?

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**Q13****Respondent skipped this question**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

---

**Q14**

Respondent skipped this question

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

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**Q15**

Respondent skipped this question

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

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#8

COMPLETE

**Collector:** Council Link (Web Link)  
**Started:** Tuesday, January 10, 2023 11:50:51 PM  
**Last Modified:** Wednesday, January 11, 2023 12:17:36 AM  
**Time Spent:** 00:26:44  
**IP Address:** 99.249.245.133

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Page 1: 2022 Budget - The Starting Point

**Q1**

Please enter your last name

Middlebro'

---

**Q2**

With regards to the budget process; the capital detail sheets (APPENDIX C) provided for each capital project provide the information you need to understand projects recommended.

**Neither agree nor disagree,**

Other (please specify):

While they do provide some information, I feel like I need more information, possibly visibly viewing some of these projects in person to be able to decide accurately on need vs want etc. I realize it is difficult with so many projects to provide more info, so it would be up to individuals to seek out more info as they see fit.

---

**Q3**

With regards to capital detail sheet, is there additional information associated with capital projects that you feel would assist you in your decision making?

Yes, Comments:

I would like some system of determining actual NEED vs Wants. Is it critical that something get done/replaced in immediate term, can it wait, or is it a "nice to have" that is entirely optional.

---

**Q4**

Capital projects are prioritized based on a matrix which aims to capture the priorities of Council and the updated objectives in the Strategic Plan. For each matrix category provide a relative degree of importance from your perspective. More detailed descriptions of the rating criteria have been provided as supplementary material to this survey (Appendix A).

Number of People positively impacted by the Project	<b>Higher Degree of Importance</b>
Health and Safety Concern	<b>Higher Degree of Importance</b>
Required for Legislative Compliance	<b>Higher Degree of Importance</b>
Identified for replacement in Asset Management Plan	<b>Higher Degree of Importance</b>
Supports Inclusion, Equity and Diversity	<b>Lower Degree of Importance</b>
Impact on Operational Performance	<b>Highest Degree of Importance</b>
Can the investment be leveraged with Grant funding	<b>Highest Degree of Importance</b>
Degree of association with Climate Change Mitigation and/or Adaptation	<b>Lower Degree of Importance</b>
Identified in Strategic Plan	<b>Balanced Importance</b>
Identified through Public Engagement	<b>Balanced Importance</b>
Improvement to aesthetic value of the City or the asset	<b>Balanced Importance</b>

---

**Q5**

Are there any other attributes or variables that should be evaluated in prioritizing capital projects?

Cities ability to afford them without debentures.

---

**Q6**

With regards to the multi-year capital plan available on the City's website Budget and Finance page, are there any projects which you are more heavily in favour of? We may choose to focus messaging around these projects and highlight them in the budget book and in our presentation to Council. If more than the options below, please use the comment box at the end of the survey.

1	<b>Road and underlying structure rehabilitation - ie Alpha street</b>
2	<b>Anything pertaining to revenue generating streams for city - ie if need ice facility improvements to keep generating ice rentals then that should be priority.</b>

---

**Q7**

With regards to the multi-year capital plan, are there any projects which you feel need to be reconsidered or deferred, given changes in opinions, external factors or other priorities which have been introduced since the last budget approval? We may bring these forward for reconsideration.

- |   |  |
|---|--|
| 1 | <b>Art Gallery expansion at projected cost of \$20+ Million is not something this City can afford.</b> |
| 2 | <b>Transit busses with alternative fuel at \$2.1 million</b>   |
| 3 | <b>River District Phase 2/3 should be deferred/re-thought</b>  |
- 

**Q8**

With regards to the multi-year capital plan, are there any projects that you feel are missing from the five-year forecast based on needs identified through any sources? We may be able to add these to the future capital plan.

- |   |   |
|---|---|
| 1 | <b>I didn't see anything about a Green Bin Waste Program</b>  |
| 2 | <b>Not necessarily for this 5yr plan - but interested in a bridge study for north of 10th street over harbour to divert traffic from 10th St.</b> |
- 

**Q9**

Looking back to the budget meeting in December 2021...The presentation to review the 2022 operating budget was sufficient to have appropriate back ground ahead of final levy approval. The agenda and meeting minutes are available as links at the beginning of the survey as well as through the City's website.

**Neither agree nor disagree,**  
Other (please specify):  
I didn't have enough time to go through the entire presentation.

---

**Q10**

The most recently published annual CPI increase was 6.9%. The City has locked in wage increases for unionized employees and a Council approved wage increase of 1.5% for non union employees through to the end of 2023. Wages represent 64% of the City's gross budget. As shown on Appendix D. In 2022 A home assessed at \$232,000 paid \$3,052 in municipal taxes. (i.e. not including the upper tier/County levy or the levy for education taxes) Is there an upper limit to the total % levy (municipal budget) increase that you would be willing to support?

---

A reasonable increase should not exceed (enter amount):  
I would like to see a zero increase. Looking forward to service review to hopefully help address areas that we can cut.

---



**Q11**

With regards to the budget process, the business case template (Appendix B) provided for each proposed service level change will provide you with the information you need to understand the proposal being made. (For clarification, a service level change will impact the experience of an end user by changing the output by adding or enhancing a Municipal Service)

---

**Neither agree nor disagree,**

Comments:

I don't know what the Appendix B is for this case, perhaps I missed something.

**Q12**

Is there any additional information that would be helpful in considering proposed changes to service levels?

Comparative analysis from other municipalities that do things more economically and serve similar population.

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**Q13**

Are there any new services or multi year initiatives that you would like to see considered in future operating budgets?

Green Bin.

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**Q14**

Are there any services currently offered by the City of Owen Sound that you feel should be evaluated with the possibility of scaling back or reducing the level of service offered?

Transit - cost of \$1-1.5M is way too high.

Art Gallery cost of \$500K only open 20hrs is not providing good value for money.

Fire. Need composite model.

---

**Q15**

Thank you for your time in completing this survey. If you have any additional comments, please add them here.

Looking forward to learning more about the budgeting process so I can provide more valuable insight and feedback.

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