

# 2022 Final Budget

Town of Collingwood

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# INTRODUCTION

2022 is a year where Collingwood will hopefully be post-pandemic or very late in a pandemic, where our businesses and residents will be recovering and starting to surge upward in their transaction values and employment. To aid in recovery, while inflation is mounting to 3.5%, this budget proposes an increase in the local municipal taxes paid by property owners of 2.00%.

The Town is also entering the final year of Council's four-year mandate, with the elections occurring in October 2022. This is the year that Council will be striving to finish off the challenging, yet achievable strategic goals that have been set for this term. There is also a set of work that will set town leadership up for success in 2023 and for a renewal of our Community Based Strategic Plan.

The **staff-proposed 4<sup>th</sup> Draft Budget for 2022**, was presented to members of Council on December 13<sup>th</sup>, through a Public Meeting. The changes since that time relate to a change in capital funding and timing of capital projects as well as motion from council with respect to the Communications Position as follows:

- 1) Sunset Point Playground – portion formerly funded through Reserve Funds now funded by Federal Gas Tax – net \$0 tax impact;
- 2) Peel Street Hume to Bush – design and engineering occurring in 2022 only – net \$0 tax impact;
- 3) Mountain Road Widening – updated Development Charge funding to appropriate rate – net \$0 tax impact;
- 4) Huron & Niagara Crosswalk – carryover from 2021 due to timing of payments – net \$0 tax impact; and
- 5) Communication Position – approval for communications plan/strategy prior to hiring this position is required, and if a plan is not agreed upon by members of Council the funding would be forwarded to the Affordable Housing Reserve Fund – net \$0 tax impact.

This updated proposed budget has been constructed to activate Council's decisions over time, including:

1. The Vision and Goals of the Community-based Strategic Plan.
2. The objectives and course of action laid out in the Town's Master Plans.
3. Continuous improvement of the many programs and services the Town delivers.
4. Council decisions on the ongoing Programs it endorses, their component Services, and the level of service that is set for each.
5. Specific Resolutions of Council to consider items in the budget (such as the Business Accelerator Program, Speed Reduction Study).

**This updated proposed budget requires hard decisions** to balance between the challenges of inflationary increases, driving forward Council's most important priorities, and with the capacity for staff to deliver.

**This updated proposed budget is greater than the scenario that Council endorsed in September:**

THAT staff develop a budget scenario where the 2022 tax rate is a 1% or less increase over the 2021 tax rate.

At this point in time the **budget includes a 2.00% tax rate increase over 2021**. The table below details the change in the total taxes collected over the past 4 years:

Year	Total Taxes Charged	Yr over Yr % Change	Local Municipal Tax Rate	Yr over Yr % Change
2019	\$ 32,472,653	4.81%	0.71953%	-2.03%
2020	\$ 33,933,028	4.50%	0.70543%	-1.96%
2021	\$ 35,181,570	3.68%	0.70417%	-0.18%
2022 Draft 5	\$ 36,779,741	4.54%	0.71821%	2.00%

This equates to the following impact on the median assessed home, note that for the 2022 tax year MPAC will once again hold current assessed values:

Year	Median Household Assessment	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Taxes Change Amount
2019	\$ 319,000	0.71953%	\$ 2,295	-\$ 46.59
2020	\$ 327,000	0.70543%	\$ 2,307	\$ 11.46
2021	\$ 327,000	0.70417%	\$ 2,303	-\$ 4.12
2022 Draft 5	\$ 327,000	0.71821%	\$ 2,349	\$ 45.93

**Additionally, a \$30,000 increase is being proposed for the Special Capital Levy, which would result in a median assessed home paying an additional \$1.93 per year.**

*\* Note that each percentage point of taxation equates to approximately \$370,000 in taxes collected.*

## UPDATES FROM DRAFT #4

As described above the following changes occurred with no impact to the tax rate:

- 1) Sunset Point Playground – portion formerly funded through Reserve Funds now funded by Federal Gas Tax – net \$0 tax impact;
- 2) Peel Street Hume to Bush – design and engineering occurring in 2022 only – net \$0 tax impact;
- 3) Mountain Road Widening – updated Development Charge funding to appropriate rate – net \$0 tax impact; and
- 4) Huron & Niagara Crosswalk – carryover from 2021 due to timing – net \$0 tax impact and
- 5) Communication Position – approval for communications plan/strategy prior to hiring this position is required, and if a plan is not agreed upon by members of Council the funding would be forwarded to the Affordable Housing Reserve Fund – net \$0 tax impact.

Sections in the pages that follow outline the highlights of the budget changes, additional Service Enhancement options, including ones Resolved for inclusion by Council in budget deliberations, and a chart visually presenting the changes.

## UPDATES FROM DRAFT #3

The **staff-proposed 3<sup>rd</sup> Draft Budget for 2022**, was provided to the public for their comments at two information sessions on November 30<sup>th</sup>, 2021. This draft was then later brought to Strategic Initiatives Committee on December 7<sup>th</sup> to present the public comments and ideas and receive additional questions from Members of Committee, along with a request to endorse this document to proceed to the public meeting scheduled for December 13<sup>th</sup>, 2021. From these discussions one change was requested:

- 1) Remove Maple Street Bike Priority project.

## UPDATES FROM DRAFT #2

Following the special SIC on November 17<sup>th</sup> the following changes were requested to be included:

- 1) Add \$350,000 for an Affordable Housing Reserve Fund as requested by the Affordable Housing Task Force; and
- 2) Add \$1,500 per member of Council for Professional Development and Training – Total \$13,500.

## UPDATES FROM DRAFT #1

The original proposed budget that was to be presented on November 10<sup>th</sup> and deferred to November 17<sup>th</sup> resulted in the changes outlined below, bringing the tax rate increase from 2.79% down to 1.0%.

New information came forward to allow staff to update the proposed 2022 Budget and reduce the tax rate increase to 1.0%, and these updates are highlighted as follows:

- 1) New announcement regarding OCIF (Ontario Community Infrastructure Funding) through the 2021 Fall Economic Statement from the Province where an additional \$200 Million will be provided to Municipalities (double the original investment) beginning with the 2022 allocations.
- 2) The final supplementary billing for 2021 has been received and is greater than what was forecasted as part of the 3<sup>rd</sup> Quarter Financial Reporting, which brings the projected forecast to approximately \$300,000.

- 3) The Province has announced that vaccine verification efforts may cease beginning in the Spring of 2022 (March or April).
- 4) Additional review of the current Engineering Review Fees Deposit account has confirmed amounts available.
- 5) Additional review of the Facilities Operator Coordinator Position (enhanced position from Operator to Coordinator) has confirmed the change in wages to be less than anticipated.

These changes reduced the Tax Levy required by (\$619,000) and are detailed below:

- 1) Minnesota Storm Sewer Debenture funding - as part of the OCIF announcement: (\$335,000);
- 2) Financial Analyst Contract extension funding - as part of the OCIF announcement (increase funding from \$40,000 to \$80,000): (\$40,000);
- 3) 2021 Business Accelerator funding – due to the change in the 2021 Surplus projection: (\$150,000);
- 4) Vaccine verification funding – as part of the Provincial announcement: (\$50,000);
- 5) New Development Engineer funding – as part of the completed review of deposits: (\$35,000); and
- 6) Enhanced Facilities Operator Coordinator position – as part of the review of the wages: (\$9,500).

In addition to the changes noted above, staff have modified the tax levy through further analysis on the following:

- 1) Affordable Housing Placeholder has been removed (\$150,000) and included a staff position as one of the recommendations brought forward by the AHTF (Affordable Housing Task Force presentation November 1<sup>st</sup> SIC) + \$80,000;
- 2) Council Grants have been reduced to reflect actual amounts: (\$75,000); and
- 3) As part of the discussions that occurred at the Special SIC on November 5<sup>th</sup>, a Council Compensation review has been included at + \$25,000.

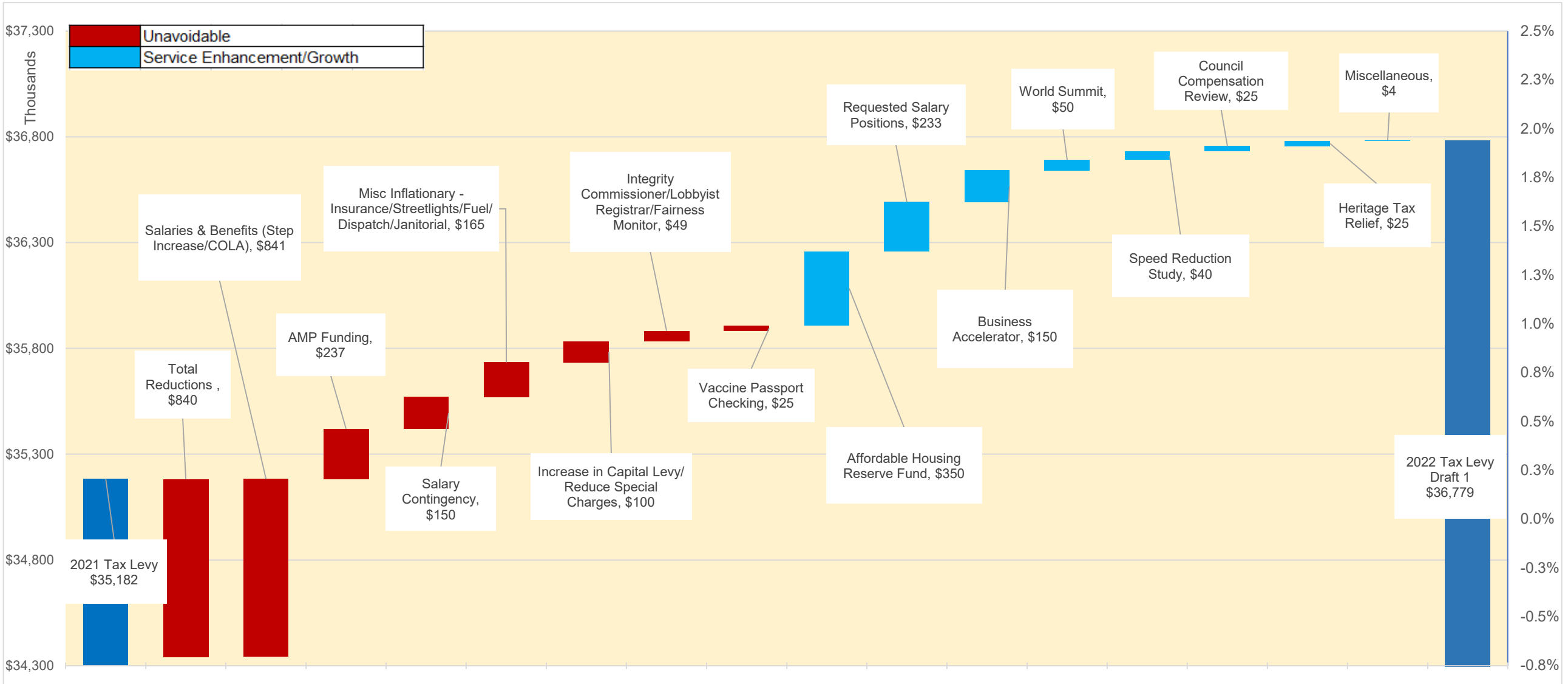
Based on these changes the table below illustrates the tax levy and tax rate that was proposed at the November 17<sup>th</sup> meeting:

Year	Total Taxes Charged	Yr over Yr % Change	Local Municipal Tax Rate	Yr over Yr % Change
2019	\$ 32,472,653	4.81%	0.71953%	-2.03%
2020	\$ 33,933,028	4.50%	0.70543%	-1.96%
2021	\$ 35,181,570	3.68%	0.70417%	-0.18%
2022 Draft 2	\$ 36,421,576	3.52%	0.71122%	1.00%

With an impact of the following on a median assessed household:

Year	Median Household Assessment	Local Municipal Tax Rate	Local Municipal Tax Amount	Local Municipal Taxes Change Amount
2019	\$ 319,000	0.71953%	\$ 2,295	-\$ 46.59
2020	\$ 327,000	0.70543%	\$ 2,307	\$ 11.46
2021	\$ 327,000	0.70417%	\$ 2,303	-\$ 4.12
2022 Draft 2	\$ 327,000	0.71122%	\$ 2,326	\$ 23.06

## Significant Changes from the 2021 Municipal Levy to the 2022 Proposed Municipal Levy





# HIGHLIGHTS OF BUDGET SCENARIO PRESENTED

The total change in the tax levy from 2021 to the proposed 2022 amount is **\$1,598,170** or a 4.54% increase (as noted above). A portion of this change is absorbed through the growth achieved in the current assessed roll of 2.47%.

The total increase of \$1,598,170 can be broken down as follows:

## **Unavoidable Increases/Decreases – \$721,577:**

- 1) Salaries and Benefits Merit and Step increases - \$523,365;
- 2) Salaries and Benefits COLA increases - \$312,512;
- 3) Asset Management Plan Funding - \$237,000 (note that this assists in closing the approximate \$1 Million gap as noted in the Core Asset Plan provided to Council in October to \$500k);
- 4) Salary Market Analysis Grid Change - \$150,000;
- 5) Increase in Special Capital Levy/reduction in Special Charges revenue - \$100,000 (an 7.6% increase to the current Special Capital Levy rate as discussed in the AMP Core Assets);
- 6) Streetlight Utilities/Gas & Oil Inflationary Increase - \$72,000;
- 7) Insurance Increase - \$60,000 – note that there is some risk associated with the insurance increase as staff complete the RFP process, as the market has changed significantly during COVID-19;
- 8) Transit Contract Increase - \$53,000
- 9) Integrity Commissioner Fees - \$49,200; and
- 10) Vaccine Passport Verification - \$25,000.

These are partly offset by reductions in expenses or increases to revenues as follows:

- 11) OPP Contract – (\$250,000);
- 12) Increase in PRC Revenues – (\$165,000);
- 13) Repayment to Internal Debt – (\$150,000);
- 14) Removal of JI Costs – (\$100,000);
- 15) Increase in Investment Income – (\$100,000); and
- 16) Reduction in Council Grants – (\$75,000).

## **Discretionary Service Enhancements - \$640,000:**

- 1) Establishment of an Affordable Housing Reserve Fund - \$350,000 (change from Nov. 17 Special SIC)
- 2) Business Accelerator - \$150,000 (note the 2021 contribution is to be repaid through surplus from 2021 or through the 2022 budget));
- 3) Collingwood UN/UEF World Summit - \$50,000;
- 4) Speed Reduction Study - \$40,000;

- 5) Increase in Heritage Tax Relief - \$25,000; and
- 6) Council Compensation review - \$25,000.

**Staffing Requests - \$233,033:**

**1) Communications Position – \$80,000**

Under the Community Based Strategic Plan (2020), one of the objectives for the pillar, Transparent and Accountable Local Government is Enhance Public Trust, including “Proactively engage the public on town decisions, using Engage Collingwood, Coffees with Council and other opportunities,” and “Annual public summary of the Town’s Strategic Plan accomplishments.” Further to these specified action items, Communications plays an integral role in communicating and engaging the public, in the majority of the projects, services, and action items taking place under the Community Based Strategic Plan’s Guiding Goals. This CBSP document itself, is the culmination of what was heard during extensive public engagement process. Without additional staffing resources moving forward, as communications and engagement requests continue to rise, service level in this area will stagnate, as the Manager, Public Relations & Communications must spend more time on the ‘day-to-day’ communications activities of the department and less on strategizing communications plans and public engagement opportunities. Additional support would also ensure the Manager can focus on the development and implementation of an overarching communications strategy that helps to curate the Towns persona/”brand” within the community and beyond. **\*\* Note that following the December 13<sup>th</sup> public presentation this position would require approval prior to hiring with an approved communications plan.**

**2) Affordable Housing Planning Specialist - \$80,000 (estimated and delayed to the 2<sup>nd</sup> Quarter of 2022)**

As recommended by the AHTF the “responsibility would be to undertake studies related to housing, compile information relating to (and promotion of) affordable housing and rental advocacy groups, reporting to Council, developing a complete Affordable Housing Strategy that includes a Housing Charter, public consultation, consultation with the development community, maintenance of existing housing stock, monitoring of conversions/demolitions and the establishment of an accessory apartment registry. The Specialist will guide all development proposals with an affordable housing component, through the process of approval and will provide input on planning matters relating to these development proposals. In addition, the AHD would review targets, measure progress, investigate new opportunities, advocate at the county level, update data and advise council on policy framework, implementing Housing Strategies, in addition to other ancillary functions with the vision to increase affordable housing stock. A "Collingwood Housing Charter" would formally recognize housing as a fundamental human right. (substantive – security of tenure, habitable, easy access to services and infrastructure; procedural - all decisions should reflect on the right to housing; and, further, that the Town and Council needs to defend these rights over unsubstantiated objections and opposition based on unproven conjecture.”

**3) Development Review Engineer - \$0 tax impact (100% supported through Engineering Review Fees - \$115,000 Salary)**

This position would be to support the existing complement with development projects. It would be involved with developments from initiation to completion - *Review of planning application, review of engineering design submissions, management of agreements including on site supervision and assumption process.*

Development review within Engineering is funded through planning application fees specifically for Engineering review and management. The fee structure is to be reviewed and current fees are expected to increase. The current complement is managing: 9 SD under construction, 2 SD design/applying for registration, 7 SD with DPA, 4 SD applying for DPA and 4 Site Plans in SD.

**4) FT Lifeguard/Instructor offset by PT Hours - \$28,233**

As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. This is also much enhanced due to the current restrictions/limitations imposed by the COVID-19 pandemic. We are currently experiencing a tough realization of the loss of almost 50% of our staff to post-secondary school annually. Finding qualified replacement staff is proving to be extremely difficult. As well, finding staff with availability during the day-time proves to also be difficult as we are mostly receiving interest from students with limited availability. This increasing pressure will continue into the future as the annual trends are showing. The Recreation Services Division requires 1 full time lifeguard/instructor that will work flexible hours including week days, evenings, and weekends. This individual would assist in providing consistency with our program & service delivery. Our day-time programs experienced cancellations in 2019 and 2020 due to unavailability of staff during the day-time hours. This full-time position would help to provide mentorship and professionalism to the younger staff. They would bring a different level of responsibility, training, and experience to the deck and would be able to deal with any situations that arise when the Manager of Community Recreation or the Aquatics Coordinator is not available.

**5) Extension of Financial Analyst Contract for an additional 2 years - \$0 tax impact (funded through OCIF - \$80,000 Salary)**

This position will continue to work on Continuous Improvement Projects outlined in the Service Delivery Report from D&T, creating efficiencies across the organization while reducing silos and ensuring cross-functional alignment across the organization. Additionally the role will be responsible for conducting business process reviews and related initiatives to evolve the organization. The role would work with various service areas promoting efficiency, innovation and continuous improvement. This role would focus on cross-functional collaboration and would work with service area end users and leaders to review current processes/practices in order to recommend opportunities for streamlining process and proposing improvements through software and technological enhancements. Responsibilities would include the planning, design, development, and implementation of upgrades to existing systems and implementation of new efficient information systems in support of core organizational strategies and functions to align business processes throughout the Town. Utilizing proven communication, analytical and problem solving skills, the Business Systems Specialist would also identify, communicate and resolve systems issues in order to maximize the benefit of IT systems investments,

as well as monitor successes of new or upgraded technologies. Committed to excellence in customer service, a key focus would include providing prompt, courteous response to internal and external inquiries and lead and/or participate as a team member on the ITSC. Finally, this role will assist in continuing meaningful and timely quarterly reporting to ensure financial accountability across the organization.

At this time this position has accomplished completing the 1) Cityview and PerfectMind projects along with staff - noting that with PerfectMind an increase of revenues were collected (PRC Internal Audit completed). 2) Water Collections and review 3) Developer deposits reconciling 4) Collection of Accounts Receivable 5) Modernization of Accounts Payable 6) PCard replacement.

The position is 80% funded through OCIF and the Grant writer allocation from 2021. The grant writer position has altered slightly in that the current Financial Analysts role includes Grant Management - this position has a 40% allocation to grants where the responsibilities include seeking grant funding, managing grant reporting and submitting applications - a new procedure was designed with a tracking tool to assist all departments in organizing this very important function.

## **6) Temporary Election Staffing - \$20,300**

One of the main objectives for the Election Department this year is to provide a municipal and school board election that exceeds the principles of the Municipal Elections Act ensuring the safety and wellbeing of the electorate, candidates and election workers is maintained at all times.

- providing two methods of voting;
- additional safety protocols (sanitization, etc.);
- offering additional voter registration and voting experiences such as drive-thru and/or walk-thru voting at various locations throughout the municipality in addition to a central polling station/help centre.

Each year staff have struggled to ensure appropriate staffing this position is being proposed based on an Election Assistant as a 4 month contract position to assist with the preparation of the 2022 municipal and school board election including policy/notice preparation, communications, voter list management, education and training, DRO, reporting follow-up after election. As well as Election Assistants (x 3) to assist with voter registration and polling station duties during the advanced voting period (approx. 3 weeks employment).

## **7) Crossing Guards Program Update - \$18,000**

This is being included as part of the council resolution 2020-16 (was not included in 2021 budget due to COVID-19) where Option 2 was to Maintain the Program but make changes to the way it is managed and increase crossing guard compensation through:

- 1) Pay all crossing guards a minimum of 1.5 hours per shift, for a total of 3 hours per day (4.5 hrs for locations with a lunchtime shift); and
- 2) Pay all casual crossing guards \$10-\$15 a day for being on-call.

**8) Increase Summer Staffing Hours – Fire - \$4,000**

Increase summer staff hours to accommodate requirements for emergency management and identified duties in the Fire Master Plan.

**9) PRC Facilities Operations Coordinator - \$2,500**

This position is not an additional FTE, but an upgrade to one of the existing Operator positions. This position would assist in the day to day operations of all of our Recreation Facilities. Over the past few years the amount of facilities PRC is looking after has increased from four (5) to nine (9). This position would allow the supervisor and manager to focus on other important tasks and allow the coordinator role the opportunity to gain valuable experience for personal growth and support internal succession. The position would assist with the following tasks; weekly, monthly and on call scheduling for facility staff, monitoring contractors on site, ordering cleaning products, coordinating off season cleaning tasks for staff, ice installation, removal and maintenance, special event set up and takedowns, equipment and vehicle maintenance, and perform facility inspection. The Coordinator would also be in attendance at all special events in the facility.

**10) Environmental Services Engineer Technologist - \$0 tax impact (funded 100% through Water/Wastewater User fees - \$100,000 Salary)**

This position would support the ES Project Manager with the implementation of capital projects in water and wastewater. With the \$65M Water Treatment Plant Expansion a primary focus requiring dedicated oversight by the ES PM of the multiple stakeholder and design components until 2026, this position will focus on the other asset management projects identified as priorities. Other large multi-discipline ES projects included in the 10 year capital plan include the Stewart Road Booster Station and Reservoir, new Water Tower and WWTP Expansion. It would also assist with development review of the water components and in the management of the water and wastewater capacity allocation ledger.

Finally the technician will support improvements in the operating plan of both the water and wastewater systems including the expansion or development of operational programs in the interest of improving system efficiency.

**11) Library reorganization due to retirement - \$0 tax impact – Previous Manager of Information Services (1 FTE), reorganized to Community Services Supervisor (1 FTE) and PT Library Assistant Technology (0.5 FTE).**

# ADDITIONAL SERVICE ENHANCEMENT OPTIONS

The following list has been created from items that were referred to the Budget process, and/or originated through discussions at standing committee meetings.

- 1) Close the Core Asset Management Gap – as staff presented back in October the total unfinanced gap for Cores Assets is approximately \$1 Million, this proposed 2022 budget reduces this gap considerably however if Council chooses to move above a 1.0% tax increase, consideration could be given to additional amounts towards the Lifecycle Reserve.
- 2) Affordable Housing Task Force Recommendations:
  - a. Establish a reserve fund of \$350,000 (initial funding of 1% tax revenues) – tax impact \$350,000 for 2022 (note – **added to the 3<sup>rd</sup> draft as part of the Nov. 17<sup>th</sup> Special SIC**);
  - b. Use a portion of the Land Acquisition Reserve to purchase land and establish a land trust – tax impact \$0 for 2022;

The taxation impact for this request would be approximately 1.00% increase. Note that there are many other requests included in the report that may have impacts on future financial asks.

- 3) Pollinator Collingwood Strategy – estimated at \$50,000 – completion required within the next four years, to continue to qualify as a “Bee City”.

The taxation impact for this request would be a 0.14% increase.

# OPERATING BUDGET SUMMARY

The total operating budget is \$64.3 million. This amount includes all that the municipality expects to collect from every Revenue source, including the Capital Levy. It also includes any amounts that will be transferred to Capital in-year for a project or for future projects through the Reserves or Reserve Funds.

The schedule below provides a summary of the Town's 2022 Proposed Draft Operating Budget as compared to the 2021 Approved Budget by Department. The bottom line of the chart shows the 2022 proposed Total Tax Levy of \$36,779,741 which is a 4.54% increase over the 2021 Approved Levy of \$35,181,570.

Department	Tax Levy	Other Funding	Total Budget
Governance	\$ 524,255	\$ 89,500	\$ 613,755
Corporate Management	6,226,138	2,370,953	8,597,091
Customer and Corporate Services	2,716,764	517,350	3,234,114
Collingwood Fire Services	5,479,400	18,500	5,497,900
Ontario Provincial Police	5,189,219	219,000	5,408,219
Protective Inspection and Control	701,996	55,750	757,746
Conservation Authority	774,428	32,912	807,340
Public Works and Engineering	5,640,160	1,900,833	7,540,993
Transit	1,076,700	612,263	1,688,963
Social Housing	542,740	192,320	735,060
Parks, Recreation and Culture	5,600,802	1,548,879	7,149,681
Planning and Development	2,182,665	636,858	2,819,523
Collingwood Public Library	1,731,474	167,912	1,899,386
Building	0	1,020,990	1,020,990
Parking	0	451,472	451,472
Water	- 0	8,070,426	8,070,426
Wastewater	- 0	8,003,059	8,003,059
Taxation Related Revenues	- 1,607,000		
<b>TOTAL</b>	<b>\$ 36,779,741</b>	<b>\$ 25,908,978</b>	<b>\$ 64,295,718</b>

# OPERATING BUDGET BY DIVISION

BUDGET DIVISION	2019	2020	2020	2021	2021	2022	% CHG
	ACTUAL	ACTUAL	BUDGET	YTD ACTUAL	BUDGET	BUDGET	
Governance	\$ 544,374	\$ 495,134	\$ 636,357	\$ 322,383	\$ 617,994	\$ 613,755	-0.7%
Corporate Management	15,102,125	10,900,786	7,966,922	6,708,148	8,526,192	8,597,091	0.8%
Customer and Corporate Services	1,396,131	2,313,905	2,624,385	2,130,017	3,106,934	3,234,114	4.1%
Collingwood Fire Services	5,023,785	5,364,371	5,140,464	4,426,376	5,187,019	5,497,900	6.0%
Ontario Provincial Police	5,113,706	5,255,664	5,450,134	5,065,180	5,664,655	5,408,219	-4.5%
Protective Inspection and Control	390,373	471,269	405,106	469,639	681,013	757,746	11.3%
Conservation Authority	782,235	788,946	790,299	531,642	792,930	807,340	1.8%
Public Works and Engineering	7,900,483	6,530,656	6,735,443	4,029,386	6,318,931	7,540,993	19.3%
Transit	1,614,131	1,308,113	1,444,127	1,193,957	1,513,192	1,688,963	11.6%
Social Housing	254,656	-	280,560	300,847	293,060	735,060	150.8%
Parks, Recreation and Culture	6,600,837	5,421,738	6,610,457	4,802,141	6,902,488	7,149,681	3.6%
Planning and Development	2,112,791	2,431,675	2,070,151	1,975,853	2,511,646	2,819,523	12.3%
Collingwood Public Library	1,718,331	1,702,528	1,885,288	1,486,497	1,912,840	1,899,386	-0.7%
Collingwood Regional Airport	211,918	- 169	-	-	-	-	0.0%
Building	721,665	933,158	819,438	719,399	1,009,135	1,020,990	1.2%
Parking	552,444	311,498	406,200	353,061	487,722	451,472	-7.4%
Water	7,938,681	7,725,878	7,684,193	4,128,473	7,770,078	8,070,426	3.9%
Wastewater	10,039,146	8,726,269	8,703,676	4,584,819	7,702,014	8,003,059	3.9%
<b>Total Funding Needed</b>	<b>\$ 68,017,812</b>	<b>\$60,681,418</b>	<b>\$59,653,200</b>	<b>\$43,227,818</b>	<b>\$60,997,843</b>	<b>\$64,295,718</b>	<b>5.4%</b>
<u>Less:</u>							
Capital Levy	\$ 255,333	\$ 272,506	\$244,000	\$269,036	\$270,000	\$300,000	11.1%
Tax Related Revenues <sup>1</sup>	\$ 34,469,859	\$ 35,741,721	\$951,275	\$1,194,451	\$1,356,083	\$1,307,000	-3.6%
Non-Tax Revenues	\$ 33,292,620	\$ 24,667,192	\$24,524,897	\$18,916,847	\$24,191,188	\$25,908,978	7.1%
<b>Total to be Raised from Taxes</b>	<b>N/A</b>	<b>N/A</b>	<b>\$33,933,028</b>	<b>N/A</b>	<b>\$35,180,572</b>	<b>\$36,779,741</b>	<b>4.5%</b>

<sup>1</sup> Comprised of estimated revenues from supplementary taxes and penalty and interest on tax arrears less Court of Revision reductions, ARB Minutes of Settlement and charity rebates.



# OPERATING BUDGET BY EXPENSE CATEGORY

	2020	2020	2021	2021	2022	% CHG
	ACTUAL	BUDGET	YTD ACTUAL	BUDGET	BUDGET	
<b>Expenditures:</b>						
Salaries and Benefits	\$21,827,888	\$22,056,619	\$19,148,023	\$23,836,074	\$25,363,480	6.4%
Administrative Expenses	1,887,455	2,390,772	1,755,168	2,238,111	2,298,111	2.7%
Operating Expenses	2,985,040	2,961,433	2,860,771	3,073,114	3,878,889	26.2%
Information Technology and Communications	746,106	850,580	670,780	845,550	1,012,372	19.7%
Personnel and Training	398,624	683,142	316,497	660,014	729,689	10.6%
Utilities	2,308,133	2,370,195	1,884,097	2,508,044	2,592,985	3.4%
Equipment Related	564,480	735,630	516,950	671,480	733,240	9.2%
Vehicle and Fleet Related	858,762	1,357,093	680,025	1,375,014	1,845,633	34.2%
Legal Expenses	126,645	245,316	131,990	245,316	237,000	-3.4%
Purchased Services	8,743,771	9,695,984	7,839,173	10,721,615	10,911,935	1.8%
Long Term Debt Servicing	5,565,690	5,589,316	2,918,981	4,306,417	4,635,296	7.6%
Financial Expenses	3,272,688	2,056,461	1,188,377	1,552,779	1,544,953	-0.5%
Premise and Site	1,494,987	1,543,733	1,167,663	1,837,032	1,863,947	1.5%
Transfers to Capital	2,044,041	790,000	125,000	636,179	533,500	-16.1%
Transfers to Town Reserves and Reserve Funds	7,857,109	6,326,926	2,024,322	6,491,104	6,114,689	-5.8%
<b>Total Expenditures</b>	<b>\$60,681,418</b>	<b>\$59,653,200</b>	<b>\$43,227,818</b>	<b>\$60,997,843</b>	<b>\$64,295,718</b>	<b>5.4%</b>
<b>Revenues:</b>						
Municipal Taxation	\$36,014,227	\$1,195,275	\$-	\$1,626,083	\$1,607,000	-1.2%
User Charges	17,431,103	17,708,034	12,932,162	16,751,077	17,809,329	6.3%
Government Transfers	2,539,189	720,058	1,487,910	911,058	1,564,458	71.7%
Other Municipalities	537,940	598,463	507,869	641,963	713,724	11.2%
Investment Income	273,237	600,000	692,785	200,000	300,000	50.0%
Donations	76,094	111,500	7,194	157,350	158,350	0.6%
Rentals and Concessions	622,959	1,257,740	776,169	1,170,220	1,225,634	4.7%
Other	2,693,311	2,787,114	2,566,327	3,232,836	2,825,743	-12.6%
Transfers from Obligatory Reserve Funds	221,958	173,091	-	291,891	254,091	-13.0%
Transfers from Town Reserves and Reserve Funds	271,400	568,897	61,016	834,793	1,057,648	26.7%
<b>Total Revenues</b>	<b>\$60,681,418</b>	<b>\$25,720,172</b>	<b>\$19,031,433</b>	<b>\$25,817,271</b>	<b>\$27,515,978</b>	<b>6.6%</b>
<b>Total Estimated Tax Levy</b>	<b>N/A</b>	<b>\$33,933,028</b>	<b>N/A</b>	<b>\$35,180,572</b>	<b>\$36,779,741</b>	<b>4.5%</b>

# TOWN STAFF COMPLEMENT

This section shows the year over year change in Full Time Equivalent (FTE) staff employed by the municipality. An FTE means the equivalent of a person working a full year, so that could be one working all year, or several working a part year. For example, three summer students working four months each is a total of 12 months worked or 1 FTE.

This chart provides an overall summary of all staff working for the municipality. Each Business Case identifies if there is a change in the staffing level requested and the type of staffing in the department (such as full time, part time, contract, seasonal and casual staff.)

		2018 FTEs	2019 FTEs	2020 FTEs	2021 FTEs	2022 Proposed FTEs
<b>Corporate Management</b>						
	<b>Admin</b>					
	<b>CAO</b>	1.00	1.00	1.00	1.00	1.00
	<b>Clerks</b>	9.00	8.30	9.00	9.00	9.45
	<b>Finance</b>	11.30	10.00	11.00	11.00	11.00
	<b>Cust&amp; Corp Service</b>					
	<b>Cust Service</b>		6.00	6.00	7.00	3.00
	<b>Fleet Facilities</b>	4.00	4.00	4.00	5.00	5.00
	<b>HR</b>	3.00	3.00	3.00	3.70	3.70
	<b>IT</b>	3.33	4.00	4.33	4.33	4.33
	<b>Cust&amp; Corp Service</b>					3.00
	<b>Communications</b>					2.00
	<b>Social Housing</b>	0.00	0.00	0.00	0.00	1.00
	<b>Protection Services</b>					
	<b>Fire</b>	31.56	32.56	32.56	32.56	32.69
	<b>ByLaw</b>	4.30	4.50	5.50	7.16	7.16
	<b>Crossing Guards</b>	2.10	2.10	2.10	2.10	2.60
	<b>Public Works</b>					
	<b>Public Works</b>					
	<b>Engineering</b>	7.33	7.33	7.33	8.00	9.00
	<b>Public Works</b>	25.00	25.00	25.00	25.00	25.00
	<b>Planning and Development</b>					
	<b>Planning</b>	7.00	7.00	7.00	8.00	8.00
	<b>Marketing Bus Dev</b>	3.30	3.30	4.30	4.43	4.43
	<b>PRC</b>					
	<b>PRC Admin</b>	3.30	3.00	3.00	3.00	3.00
	<b>Parks</b>	19.80	19.80	18.80	20.30	20.30
	<b>PRC Facilities</b>	11.70	12.70	14.90	15.90	15.90
	<b>PRC Rec Services</b>	13.40	13.60	12.60	12.60	12.80
	<b>PRC Culture and Eve</b>	8.70	9.60	9.60	9.60	9.70
	<b>Non-Tax</b>					
	<b>Building</b>	5.00	6.00	6.00	7.00	7.00
	<b>WasteWater</b>	8.00	8.00	8.00	8.00	8.00
	<b>Water</b>	18.00	18.00	19.30	18.55	19.55
	<b>Library</b>	18.56	19.56	19.56	19.56	20.06
<b>Grand Total</b>		<b>218.68</b>	<b>228.35</b>	<b>233.88</b>	<b>242.79</b>	<b>248.67</b>

The Proposed Budget Scenario includes the following staff complement changes for 2022:

• Clerk’s Office – Temporary Election Staffing	0.45
• Finance Renew Financial Analyst Contract (2 additional years)	1.00
• Communications Coordinator *contingent on communication strategy	1.00
• By Law Additional Crossing Guard	0.50
• Fire additional summer hours	0.13
• Affordable Housing Planning Specialist	1.00
• Development Review Engineer	1.00
• PRC Facilities operator upgrade	0.00
• PRC Lifeguard / Instructor	0.20
• PRC Simcoe Theatre upgrade position to FT from PT	0.10
• Environmental Services Engineering Technologist	1.00
• Library Reorganization from 1 FTE to 1.5 FTEs	<u>0.50</u>
Total	<u>6.88</u>

The significant changes in recent years include:

**2021**

• Fleet and Facilities Capital Projects Coordinator	1.00
• Human Resources Support (Co-op Student)	0.70
• By Law Licensing Officer (Contract)	1.00
• By Law Supervisor position from Contract to Regular FT	0.00
• By Law 2 parking summer students	0.66
• Engineering Technician	1.00
• Engineering Summer Student	(0.33)
• Economic Development convert Administrator Contract to FT	0.00
• Economic Development - Project Manager Contract	0.13
• Manager Planning	1.00
• PRC Facilities Splashpad Operator	1.00
• Parks Operator	1.00
• Convert 4 parks seasonal to 2 regular FT	0.50
• Contract Building Inspector	1.00
• Climate Change Specialist/Grant Writer	1.00
• Wastewater Meaford Contract expiration	<u>(0.75)</u>
Total	8.91

**2020**

• Procurement Coordinator	1.00
• Purchasing Clerk (Contract)	(0.30)
• Finance Analyst (Contract)	1.00
• IT desktops support Contract to Regular FT	0.00
• IT GIS Co-op (Contract)	0.33
• By Law Supervisor (Contract in-year per COVID decision)	1.00
• Water Supervisor	1.00
• Water GIS Co-op (Contract)	0.30

• SBEC program delivery Advisor (Contract in-year per Economic Recovery Task Force)	1.00
• Rink Helpers Colts Games	<u>0.20</u>
Total	5.53

**2019**

• Admin Assistant Clerk and Council	1.00
• Executive Assistant Mayor /Council	(1.00)
• Executive Director, Customer and Corporate Services	1.00
• Customer Service Manager	1.00
• Accountability Officer	1.00
• Executive Assistant Customer Service/ CAO	1.00
• IT desktops support (Contract)	1.00
• IT Co op	(0.33)
• Fire Training Officer	1.00
• Student Parking	0.20
• Healthy Kids Program Leader	(0.30)
• Convert Healthy Kids Contract to Community Wellness FT	0.00
• Aquafit Instructor	0.20
• Simcoe Theatre	0.90
• PRC Facility Operator	1.00
• Building Plans Examiner	1.00
• Library Adult Programmer	<u>1.00</u>
	9.67

# 2022 STRATEGIC TRANSFORMATION

In mid-2020 Council updated the Community-based Vision for Collingwood. It also identified five goals within which to invest and lead transformation in the Collingwood community. The intent of this plan is to show what is being transformed to drive our community toward its vision for itself.

The Town is generally over-achieving the strategic plan intentions, as shown in the chart below, and has shown responsible fiscal management including a significant reduction in debt, and a long-term Asset Management Plan for core assets.

As the Strategic Plan was specific in the transformations desired by Council, the items for 2022 are noted below, and where any item has been added in support of the strategic goals and vision since 2020 has been shown as NEW, and have been included in the budget totals.

## Transparent and Accountable Local Government

- Confirm the Services offered, and under this framework:
  - Prepare the 2023 budget on a service-based approach:
    - **NEW:** Business/Financial Analyst proposed to support this work and other streamlining to reduce costs, turnaround times and fund recoveries.
  - **NEW:** Develop an Enterprise Risk Management approach and review of risks for several Services, including Stormwater, Waste Water (backups and bypasses), and a Fire Community Risk Assessment.
  - **NEW:** Update Business Continuity Plan
- Asset Management for “Other Assets” as defined by the Province
  - **NEW:** Small and responsible increase in capital levy for 2022 to ensure the assets people count on will be renewed when needed
- Publish a Strategic Financial Plan
- Enhance Public Communication and Engagement so people know more about what is happening and how funds are spent, and can better participate in Town decisions
  - **NEW:** Communications Resource proposed
- Collingwood Judicial Inquiry Follow-up, including implementation of remaining Recommendations:
  - Delegation of Authority analysis and updates
  - Staff Code of Conduct, and updates to Lobbyist Registry and training and gift guidelines
  - By-laws to establish the roles, responsibilities and expectations of the Mayor & CAO

- Complete a land needs study, and hire a Realtor or other resource to actively pursue lands so residents and visitors will have the services they want when they need them
- Coordinate and implement youth engagement in governance opportunity

### Public Connections to a Revitalized World-Class Waterfront

- Advance decisions on Grain Terminals, including completion and advertisement of Request for Proposals for Redevelopment
- **NEW:** Design of Heritage Drive update and extension of servicing, implementing Council's decision to allocate asset sale funds to substantial improvement in public access to the spit and Millenium Park, led by PRC with support from Engineering
- **NEW:** Augment the Waterfront Master Plan with a Waterfront public realm design plan for shipyards area
- **NEW:** Activation of the waterfront through local businesses' lease of space in Harbourview Park for watercraft and bike rentals so people can experience the waterfront in new ways

### Support and Manage Growth and Prosperity

- Complete County-level approval of a new Official Plan incorporating previous studies and master plans and updating policies for growth management, sustainable development, housing options, community design, environmental protection, transportation, municipal infrastructure and other considerations
- **NEW:** Provide for any further updates to the Official Plan in accordance with the results of the County's Municipal Comprehensive Review (MCR) process
- **NEW:** Commence updates of Zoning Bylaw to implement the policy framework established in the new Official Plan
- **NEW:** Water and Wastewater Capacity Allocation Framework implemented, including approved policies and regulations, supporting processes, role definitions, and an authoritative data source
- **NEW:** Provide for enhanced communication with our development, consulting planner and engineering communities, on a variety of fronts including attendance and presentations at annual industry general or board meetings, targeted sessions associated with major projects, or bi-annual update meetings.
- Process and Fee Review for the Development Review and Approvals function including Building, Engineering and Planning, which will enhancing departments' financial self-sufficiency, streamline approval processes, and ensure staff resources are sufficient to deliver desired levels of service.

- **NEW:** Enhance the post-approvals support for developers and the community, for which a Development Review Engineer has been requested, and a building inspector will be hired in mid-year (2021 approval delayed by COVID and ICBL considerations).
- **NEW:** Enhance use of a public-facing tool (CityView) where the public and Council can see the status of building and planning approvals
- **NEW:** Introduction of a Zoning Certificate Process -to reduce permit turnaround timeframes, provide certainty for applicants and introduce same day issuance of minor building permits (decks, garages, sheds, etc.)
- Strongly support the Business Accelerator, within the parameters set by Council including an appointed board member and pending the Q2 2022 reporting on achievements by the Managing Director
- Maintain the COVID Recovery/Economic Development Dashboard, and investigate whether Collingwood can baseline against the Cities Prosperity Index and/or the Youthful Cities Index (grant-dependent)
- **NEW:** Deliver 2022 Economic Development Action Plan (EDAP) Priorities, including the Business Ambassadors program and seeking renewal of the Small Business Enterprise Centre funding from the Province.

#### Enhance Community Well-Being and Sustainability

- **NEW:** Placeholder – Council priorities related to Affordable Housing (\$150k included in 2022 Proposed budget).
- Support Healthcare, Social Services and Community Groups in SGB in the identification of gaps and collaboration on solutions, through seeking to strengthen the regional social services round table through a review of successes and challenges, and the Town's, other local municipalities and the two Counties' roles within it.
- Progress on Climate Change Adaptation and Mitigation, including:
  - Publishing the 2021 Town Energy Conservation and Demand Management and Green Accomplishments and a Mid-year update in 2022
  - Significant progress made in the development of a Community Climate Action Plan, including a GHG baselining study
- Report to Council and public baselining of the current suite of environmental performance measures and potential next steps (NVCA stream health, tree canopy, etc.)
- Initiate a parks study within the PRC Master Plan update that includes a park hierarchy with criteria for neighbourhood, community, waterfront and regional parks, as well as natural areas, free play areas, urban greens and greenways within a Natural Heritage/Parks system vision

- **NEW:** Placeholder – Continued work on the Collingwood World Summit and Sustainable Development Goal 11 Pilot projects, pending funding or alternate agreement with the Urban Economy Forum and UN Habitat

### Encourage Diverse Culture and Arts Offerings

- Arts and Culture
  - Set up groups/encourage conversation with artists to determine the most effective ways the Town can support them, and helping them to seek and align funding, including through the Symposium and Creative Conversations
  - **NEW:** Proceed with the next steps recommended in the 2021 Arts Centre Feasibility Study to narrow and refine the scope of the Arts Centre concept.
- Recognize and celebrate growing Diversity
  - **NEW:** Continue and strengthen the Unity Collective to advise Council and the community
  - Community events and celebrations with inclusion and diversity themes
  - **NEW:** Building inclusion and diversity into the Town’s approaches, including Human Resources policies

### Laser Focus on other Delivery

Council and staff have a laser focus on making progress in the final year of the Council’s mandate, including on:

- Enhancing use of our trails network and active transportation routes, including new trail crossings and signals, identification of the next priorities, and updates to Active Transportation signage and markings including on multi-use trails throughout town
- Water Treatment Plant Expansion, including interim capacity improvements
- Completion of the Fisher Field sports facility, splashpad in Harbourview Park, and a world-class inclusive playground in Sunset Point
- Report on the next steps for the partnership and physical location of the Business Development Centre
- Installation of the Heading Dockside and the Tremont Plaza Dare to Dream public art, and incorporation of public art in design of new Summit View and Wilson Sheffield park designs.
- Management of the 2022 Municipal & School Board Election

### Preparing for Refresh of our Community-Based Strategic Plan

This Council is also preparing the Town to be in an exceptionally strong position for Council to renew the Community-based Strategic Plan and surge forward in 2023, including:

- Recommendations to manage Short Term Accommodations and to better enforce rules
- A review of the approach to Bylaw, including the bylaws enforced, approach for each, trends, public input, supporting organizational and reporting structure and resources needed
- Updates to the IT and HR Master Plans



- Continued supports for our staff to enable them to deliver exceptional services, including continued engagement, appreciation and training supports

# COMMUNITY PROFILE

The Town of Collingwood has experienced steady population growth in the past decade.

With the largest population of any municipality in the area, Collingwood functions as the major commercial center for northwest Simcoe County and northeast Grey County, servicing an overall trade area of approximately 75,000 people. In 2021, Collingwood's population was approximately 26,050.

The Town of Collingwood accounts for approximately half of all business activity including retail sales in the region and has a substantial health, manufacturing, financial, and knowledge-based employment foundation. Collingwood benefits from the surrounding visitor attractions and has a strong base of accommodation and food businesses.

Collingwood is the location of the Regional Hospital and a wide range of other personal and business services. The region is seen as one economic corridor, with strong labour mobility within a 20-minute commute.

Collingwood has seen a significant shift towards the tourist-related service industries in the past 30 years and has built up a reputation of being a great home base for visiting both the winter ski resorts to the west and the summer beach attractions to the east. Despite this move to a more service-focused economy, Collingwood's manufacturing base remains relatively healthy, and a source of a significant number of regional jobs.

Today, the Collingwood area is a major tourist destination for the Greater Toronto Area (GTA).

Collingwood is a welcoming community with impressive residential growth and quality of life. The community maintains a small town feel while offering big city amenities and providing unparalleled recreational opportunities year-round.



# BUDGET CONCEPTS

## Town Property Taxes and other Incomes

The Town collects its' funding largely from Property Taxes, which are based on a formula:

Property Tax Levy = Value of your property from the provincial and arms-length Municipal Property Assessment Corporation (MPAC), times the applicable Tax Rate for a business or residence

The Town's overall funding is also made up of other income sources including:

- Payments in Lieu of Taxes,
- Grants or government transfers,
- Non-tax income (user rates, user fees and fines),
- Investment income,
- Development Charges, and a
- Capital Levy (also based on MPAC values).

To put these amounts in context the Town's total Operating and Capital Expenditures for 2021 was \$100.8 Million, while the total municipal tax levy was \$35.2 Million.

Due to COVID, The Ontario Government has announced that the 2022 property values Assessment Update will be postponed. Property assessments for the 2022 taxation year will continue to be based on the fully phased-on January 1, 2016 current values (i.e., the same valuation date in use for the 2021 taxation year). As a result, the Town already knows and will use the 2021 values, plus supplemental (new properties') values to calculate the 2022 levy. Thus, there is confidence in the general value of tax that will be levied.

## Municipal Land Taxes vs. Development Charges

Municipal Land Taxes are used to pay for operating costs or infrastructure renewal. They are not used to install new infrastructure due to growth.

Development charges are fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, transit, water and sewer infrastructure, community centres and fire and police facilities.

You will see in the Capital portion of the budget where growth-related projects are funded from the DC reserves and not the tax base.

If the original developer did not initially install the assets (e.g., sidewalks, lights, trails, roadways), then if desired the current owners can pay for them under a special assessment.

## Capital and Operating Funds

The total budget is made up of the Operating funds, and the Capital funds.

Generally Operating funds are used to provide services and to operate and maintain an asset so it can reach its target life duration (such as filling potholes). Capital funds are used to establish a new asset or to extend the life of an asset (such as repaving a road).

## Comparing Amortization and Asset Management Approaches

Using the valuable and long-accepted PSAB (Public Service Accounting Board) approach, each asset type is considered to have a set length of life (e.g., pavement lasts 15 years), and the value of the asset is depreciated (also called amortized) in a straight line over those years. At a high level this can help the municipality understand the remaining life in its assets and if there has been enough put aside in Reserves and Reserve Funds to renew them.

At a more detailed level, an Asset Management Plan looks at all the upcoming future needs individually across each of the thousands of Town assets to plan the investments needed to maximize their life cycles for the least amount of funding (as intervening at the right moment before deterioration accelerates is very important). Then, asset by asset the plan projects what funding will be needed and when.

An updated Asset Management Plan received by Council in October 2021, indicated that the Town is under-investing about \$1M annually in capital funding for Core Assets, this draft budget serves to close that gap (by approximately \$500k) keeping in mind that the Lifecycle Reserve Fund will be severely depleted in 2022 as there are many projects considered to be back-logged. It is important to remember that this fund also supports those assets that are considered to be “Non-core” including parks, facilities and the many pieces of equipment and machinery that are required to continue the Town’s operations.

The next update of the Asset Management Plan (to include All Assets – **not just core assets**) will be completed throughout 2022.

## Tax-Funded versus User-funded Programs and Services and the BIA

Several the Town’s Programs and Services are funded by user rates, fees or fines, and not municipal taxes. In each Business Case the financial chart will show whether there is a “Total Levy Requirement” or not. The user-funded items are:

- Building,
- Parking (includes enforcement of some Bylaws),
- Water, and
- Wastewater.

All others are paid for or subsidized by municipal taxes.

The funds collected from properties within the Business Improvement Area on behalf of the BIA are not shown in this budget, as the funding is a flow-through and there is a separate report to Council early each year on the BIA’s budget.

### Cash Based vs PSAB Budgeting and Year end Auditing

This budget is based on the cash collected and intended to be spent during the fiscal year of January 1, 2022 to December 31, 2022.

Please note that the Town's annual audits are based on PSAB's rules, which include for example that goods must be received (not just paid for) at year end in order to be included in the year end as an expenditure. This can lead to legitimate differences between the cash-based budget number and the year-end audit totals.

### What Property Taxes Cover

Property taxes are made up of three elements: County, Education, and Town.

The Town sets the tax rates for the Town's portion of the bill only. The municipal tax rate for your municipal services is set by Council's adoption of the annual budget and relates to the services provided by the municipality, such as roads, recreation, fire, and police protection.

Education taxes are set by the province of Ontario and collected by your municipality through your property taxes. The monies collected are remitted to your district school board.

County of Simcoe taxes are based on the annual budget and tax levy set by County Council. County Council is made up of the Mayors and Deputy Mayors from the 16 member municipalities. The County provides several services to its member municipalities, including Collingwood, such as waste collection, ambulance service, and social services.

# KEY TERMS

**Annualization:** The revising of the predicted costs for a service or facility, with the actual full-year costs of that expense.

**Assessment:** The estimated current value of a municipal property, as determined by the Municipal Property Assessment Corporation (MPAC). Property taxes are calculated by applying a tax rate to the assessment value of your property.

**Base Budget:** The base budget is the previous year's budget with the impact of annualized salaries for new hires, inflationary increases for utilities, fuel, insurance, employee benefits, natural gas, and other necessary inputs to the provision of services to the community.

**Budget:** The planned expenses and revenues for the municipality in any given year.

**Capital Budget:** The capital budget refers to projects and expenses where the benefits can be seen over the course of many years. Facilities, vehicles, and parks are a few examples of capital expenses.

**Debt Servicing:** The cost of carrying municipal debt and can be compared to interest payments.

**Development Charge:** Development charges are paid by new municipal developments, in order to assist in paying for the infrastructure (roads, sewers, recreation etc.) required to meet the increased need for services resulting from growth and development.

**Inflation:** Inflation refers to an increase in the cost of a fixed selection of expenses, including food, shelter, furniture, clothing, transportation, and recreation. If there is an increase in the cost of these standard expenses, it is known as the rate of inflation. The rate is set by the Bank of Canada.

**MPAC:** MPAC is the Municipal Property Assessment Corporation. MPAC administers a uniform, province-wide property assessment system based on current value assessment in accordance with the provisions of the *Assessment Act*. It provides municipalities with a range of services, including the preparation of annual assessment rolls used by municipalities to calculate property taxes.

**Operating Budget:** The operating budget refers to the expenses required annually to run the municipality. Salaries, legal and insurance costs, as well as winter control are examples of operating expenses.

**Reserve:** A reserve is a type of dedicated municipal finance account that is set up for a specific purpose. It is comparable to a savings account.

**Unavoidable Increases:** Unavoidable increases are those items that are not under the control of Council and include items such as the OPP contract, increases in snow removal budgets, increased maintenance costs due to legislated requirements such as minimum maintenance standards, accessibility requirements, etc.

# PUBLIC CONSULTATION

Municipal governments are proud of the fact that they are the level of government that is closest to the people and have the most impact on residents' day-to-day lives.

The Town of Collingwood is committed to engaging its community of residents, visitors, business owners, and tourists – everyone who lives, works, or plays in Collingwood. In this way, we can make sure that we are best representing what these communities want and need from their municipal government, and we can truly be the closest level of government to the people, in not only location, but also actions.

The Town's budget page will include copies of all documents presented, as well as a feedback form to allow the public to share comments, questions, and suggestions on the draft budget. For more information please see the link: <https://engage.collingwood.ca/2022-budget>.

**Council has held Strategic Initiatives meeting throughout this process and ensure that appropriate timing will allow for feedback and consultation with the public.**

**A survey was issued through the Town's Engage portal for the public and results of this was brought forward with the third draft of the 2022 Budget at the Special Strategic Initiatives Meeting on December 7<sup>th</sup>, 2021.**

After the public feedback period, the Strategic Initiatives Committee will be asked to endorse the proposed budget (incorporating public feedback as the Committee directs), and it will proceed to Council for their decision on whether to approve it on December 20<sup>th</sup>, 2021.

# BUDGET OVERVIEW – 2014-2021

This overview shows the total amount of expenditure within the proposed budget, considering funds from all sources. The total amounts may vary from year to year if there are large capital projects planned or other significant changes.

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Proposed Budget
<b>Operating</b>	\$43.5	\$44.2	\$52.1	\$54.8	\$55.5	\$60.1	\$59.9	\$62.1	<b>\$64.3</b>
<b>Capital</b>	\$13.8	\$23.1	\$15.0	\$26.5	\$27.0	\$33.0	\$33.4	\$38.7	<b>\$51.6</b>
<b>Total</b>	\$57.3	\$67.3	\$67.1	\$81.3	\$82.5	\$93.1	\$93.3	\$100.8	<b>\$115.9</b>

*Note: This table includes the total operating and capital expenditures for each respective budget year*

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Proposed Budget
<b>Tax Levy</b>	\$27.0	\$27.8	\$28.9	\$30.1	\$31.0	\$32.5	\$33.9	\$35.2	\$36.8



# BUSINESS PLANS

The following Business Plans provide the details for each Budget Division, including the staffing, priorities, and proposed budget changes. Overall, they roll up to the overall financial details presented in this scenario.

## Assumptions and Notes:

Throughout all the business plans, it has been assumed that normal operations will resume, post-pandemic. Although some costs will be ongoing including additional cleaning, remote meetings and etc.

All staffing numbers shown are based on head count which is consistent with past budgets.

The 2022 Operating Budget Charts contained within each Business Plan provides an overview of the Proposed 2022 Operating Budgets for each Department by major expense/revenue categories. The following is a description of what expenses/revenues are included in each category.

## EXPENSES

### ***Salaries and Benefits***

Includes all full-time, part-time, and contract wages and benefits; all amounts for volunteer firefighters; overtime; as well as any allowances.

### ***Administrative Expenses***

Includes Administrative costs; office supplies; postage; printing and stationary; records management; supplies; as well as overhead allocation.

### ***Operating Expenses***

Includes costs for various material purchases; chemicals; lab costs; sludge disposal; NVCA support; snow removal; special projects; and sundry.

### ***Information Technology and Communications***

Includes advertising; communications; promotion, publicity and marketing, signage; telephone costs; internet costs; computer software; computer hardware; as well as annual support.

### ***Personnel and Training***

Includes Clothing, boots, and uniforms; conferences; courses and workshops; health and safety; staff training; staff travel expenses; as well as Council professional development and discretionary expenses.

### ***Utilities***

Includes hydro, natural gas, propane, and water.

***Equipment Related***

Includes all expenses related to equipment owned by the Town, including equipment purchases and rentals; furniture purchases; repairs and maintenance for equipment; safety equipment; as well as purchase of small tools.

***Vehicle and Fleet Related***

Includes costs related to operating the Town's vehicles or fleet such as fuel, repairs and maintenance and tires.

***Legal Expenses***

Includes costs paid to law firms for the Town's legal expenses.

***Purchased Services***

Includes consulting fees; professional fees; studies; and contracted services.

***Long Term Debt Servicing***

Includes interest and principal payments for the Town's long-term debt

***Financial Expenses***

Includes Insurance; service charges; Judicial Inquiry costs; grants and donations.

***Premise and Site***

Includes repairs and maintenance for buildings; payments in lieu of taxes; janitorial expenses; rent; as well as repairs and maintenance for grounds and lots.

***Transfers to Capital***

Includes the amount of current revenues (taxation or user fees) that are funding capital projects.

***Transfers to Town Reserves and Reserve Funds***

Includes funds that are set aside in Town reserves and reserve funds for future use. Includes transfer to Capital Levy (Lifecycle) Reserve Fund.

**REVENUES**

***User Charges***

Includes all user fees collected from Town services such as application fees, engineering fees, program and registration fees, parking revenue, public disposal fees, sale of water and sewer service charges.

***Government Transfers***

Includes revenues received from the Federal and Provincial government.

***Other Municipalities***

Includes funds received from other municipalities.

***Investment Income***

Includes interest income generated from the Town's investments.

***Donations***

Includes revenues received from external parties as a donation.

***Rentals and Concessions***

Includes revenues from Town facility rentals such as ice rentals, ball diamond rentals, and soccer field rentals.

***Other***

Includes miscellaneous revenues such as expense recoveries, sale of property revenue, fines, and licenses.

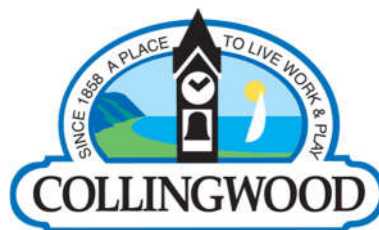
***Transfers from Obligatory Reserve Funds***

Includes transfers from the Town's Obligatory Reserve Funds such as the Town's Development Charges, Parkland Dedication and Federal Gas Tax funds.

***Transfers to Town Reserves and Reserve Funds***

Includes any transfers from Discretionary Reserve or Reserve Funds. These are used in certain situations to offset the amount of current revenues needed to be collected from taxes.

# GENERAL GOVERNMENT



**Division Team Leader:      Brian Saunderson**

## **Division Overview**

The Town Council consisting of the Mayor, Deputy Mayor and seven Councilors make up the governing body of the Town of Collingwood.

The Municipal Act, 2001 outlines the role of the Municipal Council and the Head of Council while Town of Collingwood Procedural By-law No. 2019-075, as amended, provides for the Rules of Order of Council and its Committees, The Council Code of Conduct and Procedural Matters.

Collingwood Town Council:

- Represents the public and consider the well-being and interest of the municipality;
- Directs and evaluates policies and programs of the municipality;
- Determines which services the municipality provides;
- Ensures that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council; and
- Maintains the financial integrity of the municipality.

Elections currently forms part of the Governance Business Plan. This division of the Governance Business Plan is administered by Clerk Services who are responsible for the implementation and management of the Municipal Election Process, including the recommendation of voting methods, election governance, establishing election rules and procedures, and conducting the election for municipal council and school board trustees.

## **Division's Pressures and Trends**

Elections Pressures and Trends

Legislative Changes and Updates:

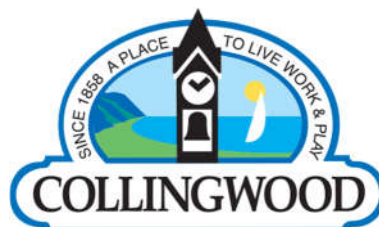
Introduction of Bill 218 - Supporting Ontario's Recovery and Municipal Elections Act, 2020. Establish by-laws, policies and procedures as required by Bill 218 prior to the 2022 Municipal and School Board Elections to ensure compliance with legislation

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$89,500</b>	<b>\$89,500</b>	<b>0.0%</b>
- Other	\$1,000	\$0	\$0	\$0	\$0	\$0	0.0%
- Transfers from Town Reserves and Reserve Funds	\$0	\$0	\$0	\$0	\$89,500	\$89,500	0.0%
<b>Expenses / Expenditure</b>	<b>-\$495,134</b>	<b>-\$636,357</b>	<b>-\$322,383</b>	<b>-\$617,994</b>	<b>-\$613,590</b>	<b>\$4,404</b>	<b>-0.7%</b>
- Administrative Expenses	-\$1,729	\$0	-\$1,056	\$0	\$0	\$0	0.0%
- Equipment Related	-\$2,188	-\$2,000	-\$2,188	-\$2,000	-\$2,310	-\$310	15.5%
- Financial Expenses	-\$155,528	-\$210,850	-\$49,904	-\$211,720	-\$146,842	\$64,878	-30.6%
- Information Technology and Communications	-\$564	-\$1,465	-\$470	-\$1,465	-\$1,015	\$450	-30.7%
- Legal Expenses	\$0	\$0	\$0	\$0	-\$5,000	-\$5,000	0.0%
- Personnel and Training	-\$8,389	-\$44,000	-\$5,369	-\$42,000	-\$57,500	-\$15,500	36.9%
- Purchased Services	\$0	-\$30,000	\$0	-\$30,000	-\$50,000	-\$20,000	66.7%
- Salaries and Benefits	-\$306,738	-\$328,042	-\$263,396	-\$330,809	-\$325,923	\$4,886	-1.5%
- Transfers to Town Reserves and Reserve Funds	-\$20,000	-\$20,000	\$0	\$0	-\$25,000	-\$25,000	0.0%
<b>Grand Total</b>	<b>-\$494,134</b>	<b>-\$636,357</b>	<b>-\$322,383</b>	<b>-\$617,994</b>	<b>-\$524,090</b>	<b>\$93,904</b>	<b>-15.2%</b>

GL Category	Description	Change Type	2022
- Transfers from Town Reserves and Reserve Funds	Q3 approved Transfer from 2021	1 - Unavoidable	\$9,500
	Transfer from Election Reserve	1 - Unavoidable	\$80,000
- Financial Expenses	Inflationary increase - Insurance	1 - Unavoidable	-\$622
	Request from PRC to keep \$9500 from 2021 – approved in Q3 financial report	1 - Unavoidable	-\$9,500
	Reduction in Council Grants & Donations back to normalized amounts	1 - Unavoidable	\$75,000
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$450
- Legal Expenses	Legal budget for election should we need to declare an emergency or require a legal opinion at some point	1 - Unavoidable	-\$5,000
- Personnel and Training	Approved by Council RES-409-19	1 - Unavoidable	-\$2,000
	Nov 17 – 2021 Meeting request from Council add \$1500/Council member PD	3 – Service Enhancement	-\$13,500
- Purchased Services	Internet Voting deposit to be paid in 2021	1 - Unavoidable	-\$20,000
- Salaries and Benefits	COLA 1.5% and 2021 Budget overstated in error	1 - Unavoidable	\$25,186
	Temporary Election staff	1 - Unavoidable	-\$20,300
- Transfers to Town Reserves and Reserve Funds	Transfer to Reserve to build up for next election	1 - Unavoidable	-\$25,000

# Corporate Management





[Office of the CAO ]

**Division Team Leader: Sonya Skinner, CAO**

**Division Overview**

The Office of the CAO advises Town Council on matters of community and strategic significance, provides corporate leadership to all Town departments, and implements Council’s direction and policies.

Supporting Council and staff through the development of an operational plan marrying the Community-based Strategic Plan with the Town’s Master Plans to develop a prioritized and coordinate plan of action.

Provide executive support, guidance, and recommendations to the Mayor and Council.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	0	1	1

**Division’s Pressures and Trends**

Supporting staff and Department Heads in a fast-paced, high-demand environment, while dealing with the effects of COVID.

Increasing role as Collingwood is evolving into a regional hub and has been coordinating discussions and joint funding or actions with South Georgian Bay municipalities

Mounting expectations for local governments to take on social service enhancements.

Supporting the Habitat in Towns World Summit and Collingwood SDG Task Force.

## 2022 Priorities

### Community Based Strategic Plan Items

Overall, Council and staff are working towards achieving Collingwood's Strategic vision as set out in the Community-based Strategic Plan.

Annual public summary of the Town's Strategic Plan accomplishments

Management and support of the Collingwood World Summit and Sustainable Development Goal 11 Pilot Projects with UN Habitat and the Urban Economy Forum (TBC pending Council input and funding arrangements)

### Master Plan Priority Projects

### Continuous Improvements

Ongoing development of management accountability framework addressing: leadership/strategic direction, results and accountability, people management, financial and asset management, information management, service delivery, and organizational values/culture.

Operational Planning.

## Operating Budget Details

	2020	Actual 2020	Budget 2021	Actual 2021	Budget 2022	Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$3,210,807</b>		<b>\$2,568,410</b>	<b>\$2,822,129</b>	<b>\$2,082,728</b>	<b>\$1,873,728</b>	<b>-\$209,000</b>	<b>-10.0%</b>
- Government Transfers	\$1,169,000		\$0	\$689,281	\$0	\$0	\$0	0.0%
- Investment Income	\$273,237		\$600,000	\$692,785	\$200,000	\$0	-\$200,000	0.0%
- Other	\$996,351		\$1,124,370	\$967,777	\$1,260,750	\$1,260,750	\$0	0.0%
- Rentals and Concessions	\$0		\$85,649	\$83,491	\$83,491	\$83,491	\$0	0.0%
- Transfers from Obligatory Reserve Funds	\$140,091		\$140,091	\$0	\$140,091	\$140,091	\$0	0.0%
- Transfers from Town Reserves and Reserve Funds	\$228,488		\$200,000	\$27,396	\$27,396	\$27,396	\$0	0.0%
- User Charges	\$403,641		\$418,300	\$361,399	\$371,000	\$362,000	-\$9,000	-2.4%
<b>Expenses / Expenditure</b>	<b>-\$10,900,786</b>		<b>-\$7,974,422</b>	<b>-\$7,797,917</b>	<b>-\$5,675,208</b>	<b>-\$5,883,621</b>	<b>-\$208,413</b>	<b>3.7%</b>
- Administrative Expenses	-\$61,426		-\$136,000	-\$19,989	-\$89,000	-\$59,000	\$30,000	-33.7%
- Equipment Related	-\$43,523		-\$37,200	-\$33,125	-\$37,200	-\$32,000	\$5,200	-14.0%
- Financial Expenses	-\$2,319,531		-\$1,090,835	-\$2,954,479	-\$403,049	-\$413,081	-\$10,032	2.5%
- Information Technology and Communications	-\$159,601		-\$186,800	-\$55,634	-\$71,600	-\$17,486	\$54,114	-75.6%
- Legal Expenses	-\$79,514		-\$200,000	-\$80,654	-\$200,000	-\$150,000	\$50,000	-25.0%
- Long Term Debt Servicing	-\$1,759,989		-\$1,775,546	-\$1,720,657	-\$1,720,656	-\$1,720,656	\$0	0.0%
- Operating Expenses	-\$46,612		-\$71,000	-\$1,393	-\$11,000	-\$6,500	\$4,500	-40.9%
- Personnel and Training	-\$58,290		-\$127,500	-\$6,034	-\$11,800	-\$62,800	-\$51,000	432.2%
- Premise and Site	-\$422,052		-\$44,000	-\$162,914	-\$359,000	-\$179,000	\$180,000	-50.1%
- Purchased Services	-\$44,992		-\$164,500	\$0	\$0	-\$25,000	\$25,000	0.0%
- Salaries and Benefits	-\$2,631,855		-\$2,415,241	-\$451,587	-\$333,817	-\$555,898	-\$222,081	66.5%
- Transfers to Capital	-\$1,538,334		-\$5,000	\$0	-\$183,200	-\$178,500	\$4,700	-2.6%
- Transfers to Town Reserves and Reserve Funds	-\$1,707,858		-\$1,681,000	-\$2,286,246	-\$2,212,746	-\$2,450,000	-\$237,254	10.7%
- Utilities	-\$27,207		-\$39,800	-\$25,205	-\$42,140	-\$33,700	\$8,440	-20.0%
<b>Grand Total</b>	<b>-\$7,689,979</b>		<b>-\$5,406,012</b>	<b>-\$4,975,787</b>	<b>-\$3,592,480</b>	<b>-\$4,009,893</b>	<b>-\$417,413</b>	<b>11.6%</b>

\*Note the above budget includes the CAO's Office, Administration, and Assumed IO Debt – As part of the 2021 budget Finance and Clerk's office were split out.

GL Category	Description	Change Type	2022
- Investment Income	Interest rates continue to be at an all time low - new investments are being sought however it will take time to move the funds and get investment amounts back to "normal" levels. Reallocate to Finance	1 - Unavoidable	-\$600,000
	Remove 2021 one time changes Given the current economic climate caused by COIVD-19 interest rates are significantly lower than previous years. The Town's bank interest rate has decreased roughly 100 basis points to approximately 0.80%.	1 - Unavoidable	\$400,000
- User Charges	Reduce garbage bag tag to actual	1 - Unavoidable	-\$4,500
	Reduce promotional product/clothing to actual	1 - Unavoidable	-\$4,500
- Administrative Expenses	Reallocate to Finance	1 - Unavoidable	\$30,000

GL Category	Description	Change Type	2022
- Equipment Related	1) Mail Machine moved to Finance 2) Diligent Software Agreement Also includes Monitors and Cell Phones	1 - Unavoidable	\$5,200
- Financial Expenses	Adjust to Actual	1 - Unavoidable	-\$10,000
	Following historical amounts	1 - Unavoidable	-\$4,500
	Inflationary increase	1 - Unavoidable	-\$95,532
	Remove one-time changes 2021	1 - Unavoidable	\$100,000
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$114
	Moved to 1230-Communications budget (TownPage advertising)	1 - Unavoidable	\$50,000
	To match revenue above	1 - Unavoidable	\$4,500
	Visio \$230.40/year (plus tax)	1 - Unavoidable	-\$500
- Legal Expenses	Reduce to offset Planning increase - as per Nov 3 meeting	1 - Unavoidable	\$50,000
- Operating Expenses	Reduce to be inline with Revenues	1 - Unavoidable	\$4,500
- Personnel and Training	CAO	2 - Growth	-\$1,000
	World Summit - 2nd Annual	3 - Service Enhancement	-\$50,000
- Premise and Site	Additional Cleaning and Other -	1 - Unavoidable	-\$150,000
	Reduction based on Average over last 5 years	1 - Unavoidable	\$15,000
	Remove 2021 one time changes Increased cleaning costs related to COVID-19. \$200,000 for supplies and \$115,000 for janitorial contract. (\$315,000) Judicial Inquiry Judicial Inquiry final report was issued	1 - Unavoidable	\$315,000
- Purchased Services	Council Compensation	1 - Unavoidable	-\$25,000
- Salaries and Benefits	Market Grid Review	1 - Unavoidable	-\$150,000
	Service Awards - and Holiday Party - back to holiday parties?	1 - Unavoidable	-\$5,000
	COLA 1.5% and Executive Assistant 50% allocation	1 - Unavoidable	-\$67,081
- Transfers to Capital	Remove 2021 one time changes Increase relates to funding for the following capital projects: New Accommodation at the Public Works Building and Shop Renovations (\$103,200); Office and Shop Improvements at 507 Tenth Line (\$80,000)	1 - Unavoidable	\$183,200
	Tax funded capital	1 - Unavoidable	-\$178,500
- Transfers to Town Reserves and Reserve Funds	Add to Lifecycle as reduced Minnesota Storm Sewer Debenture	1 - Unavoidable	-\$300,000
	Add to Lifecycle to close funding gap for AMP	1 - Unavoidable	-\$300,000

GL Category	Description	Change Type	2022
	Reduce Lifecycle Transfer to accommodate increased Capital projects financed through taxes	1 - Unavoidable	\$97,000
	Remove 2021	1 - Unavoidable	\$565,746
	Special Capital Levy - increase to \$300k - for Year 2022	1 - Unavoidable	-\$300,000
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$10,440
	Natural Gas inflation 3%	1 - Unavoidable	-\$2,000

Corporate Management – Clerks

Division Team Leader: Sara Almas

Division Overview

Clerk Services is responsible for statutory functions of the Clerk’s Office including corporate secretariat for Council, Council Committees, Boards and Advisory Committees, provision of technical advice related to parliamentary rules, legislative requirements, protocols, procedures and historical precedents; as well as the Office of Accountability including the centralized procurement services, legal services coordination, and support the independent functions of the Lobbyist Registrar, Integrity Commissioner, and Closed Meeting Investigator, Division Registrar for all Vital Statistic Registrations, Marriage License Issuer and officiate wedding ceremonies, responsible for the corporate records management function, oversee the Municipal Freedom of Information and Protection of Privacy Act, real estate administration, administration of the Corporate Insurance Program including the coordination of claim adjustments, and risk management; Official Signatory for the Town, management and administration of the Municipal Election Process, including the recommendation of voting methods, election governance, and approving election rules and procedures; administer lottery, food vendor, transient trader, and secondhand goods licensing, patio and merchandise encroachments; provides commissioner of oaths services; ensure that accountability and good governance are being maintained throughout the corporation.

Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
8.3	8.3	9	9	0	9

## Division's Pressures and Trends

Enhancing the Town's accountability and transparency framework:

implementation of the roles and responsibilities of the Accountability Office to ensure that the Town's procedures and policies are clearly set out and accessible, and that the day-to-day operations of the Town are transparent and compliant with relevant legislation, regulation, and best practice.

update existing procurement policies and procedures and introduce new strategies for ensuring the Town's procurement decisions are fair, open, and transparent.

Increased demand for municipal information and services:

ability to provide general information to the public in an accessible and efficient manner ability to continue to add efficiencies in access to information for staff and the public through the ongoing implementation of a records management program

Legislative changes and updates:

In response to the findings from the Judicial Inquiry continue to update by-laws and policies to ensure they meet directives of providing an accessible, accountable, and transparent government.

Ability to ensure current by-laws and policies are in conformity to current legislation.

Ensuring records are being maintained in accordance with the records retention by-law. Retention for such records is up to date with current legislative requirements.

Ensuring procurement practices are within/exceed legislative requirements

As the legislative requirements for procurement become more and more complex, the role of the Purchasing Officer has grown since it was established in 2015. To provide for enhanced openness and accountability of the Towns purchases, additional policies and procedures continually need to be updated and implemented.

Unavoidable operational pressures:

With new/approved policy or by-law implementation, impacts/pressures increase with respect to available resources and administration.

Inflationary costs (insurance)

Ability to attract qualified vendors when procuring for services.

Ability to adapt the Towns current record management practices to the quickly changing on-line environment as a result of the pandemic, work from home model and ability to access information remotely and digitally.

## 2022 Priorities

### Community Based Strategic Plan Items

Goal: Transparent and Accountable Local Government - engage youth in governance by building upon Town-related youth engagement (e.g. in Library and Youth Centre), and developing a forum, such as a youth council, who will meaningfully engage with and advise Council.

Develop and Enterprise Risk Review approach.

## Community Based Strategic Plan Items

Establishing youth engagement opportunity.

### Master Plan Priority Projects

Deloitte Service Delivery Review:

Evaluate the Towns electronic records management system needs and ability to incorporate Office 365 and SharePoint technology as an EDRMS for the Towns corporate records.

Proceed with digitization of building records to provide for efficient access and retrieval of records, and to free up needed storage area within the municipal facilities.

### Continuous Improvements

Records Management Program Enhancements:

Implement a corporate-wide governance rules framework including a central information catalogue of all governance documents to provide efficient and effective ability to identify and access this record set.

Evaluate the Towns electronic records management system needs and ability to incorporate Office 365 and SharePoint technology as an EDRMS for the Towns corporate records.

In accordance with retention schedules, determine and execute long-term storage or digitization of Building Division records to provide for efficient access and retrieval of records, and to free up needed storage area within Town Hall.



## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,641</b>	<b>\$187,125</b>	<b>\$54,225</b>	<b>-\$132,900</b>	<b>-71.0%</b>
- Government Transfers	\$0	\$0	\$0	\$0	\$17,100	\$17,100	0.0%
- Other	\$0	\$0	\$17,281	\$180,150	\$30,150	-\$150,000	-83.3%
- User Charges	\$0	\$0	\$6,360	\$6,975	\$6,975	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$747,226</b>	<b>-\$1,198,179</b>	<b>-\$1,165,125</b>	<b>\$33,054</b>	<b>-2.8%</b>
- Administrative Expenses	\$0	\$0	-\$16,608	-\$21,000	-\$70,200	-\$49,200	234.3%
- Information Technology and Communications	\$0	\$0	-\$2,782	-\$17,080	-\$33,182	-\$16,102	94.3%
- Legal Expenses	\$0	\$0	-\$79	\$0	\$0	\$0	0.0%
- Operating Expenses	\$0	\$0	-\$8,342	-\$25,000	-\$30,000	-\$5,000	20.0%
- Personnel and Training	\$0	\$0	-\$19,284	-\$49,625	-\$49,625	\$0	0.0%
- Purchased Services	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
- Salaries and Benefits	\$0	\$0	-\$700,132	-\$935,474	-\$982,119	-\$46,645	5.0%
- Transfers to Town Reserves and Reserve Fun	\$0	\$0	\$0	-\$150,000	\$0	\$150,000	0.0%
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$723,585</b>	<b>-\$1,011,054</b>	<b>-\$1,110,900</b>	<b>-\$99,846</b>	<b>9.9%</b>

\* Clerk department was part of Corporate Management prior to 2021.

GL Category	Description	Change Type	2022
- Government Transfers	Agenda Mgmt Software Upgrade - Modernization Funding	3 - Service Enhancement	\$17,100
- Other	Remove 2021 one time changes Increase in revenue relates to expected sale of an old road allowance called Ann Street and the expected sale of a lane off Beech Street.	1 - Unavoidable	-\$150,000
- Administrative Expenses	Redo of Integrity Commissioner budget	1 - Unavoidable	\$7,500
	Separate Integrity Commissioner, Lobby Registrar and Fairness Monitor Fees	1 - Unavoidable	-\$23,200
	Separate Integrity Commissioner, Lobby Registrar and Fairness Monitor into three separate GL codes	1 - Unavoidable	-\$33,500
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$998
	Not sure where this sits in the budget - enhancements to annual fee for agenda management system	3 - Service Enhancement	-\$17,100
- Operating Expenses	Marriage licences	1 - Unavoidable	-\$5,000

GL Category	Description	Change Type	2022
- Salaries and Benefits	COLA	1 - Unavoidable	-\$46,645
- Transfers to Town Reserves and Reserve Funds	Remove 2021 one time changes Transfer to Land Acquisition Reserve Fund related to expected sale noted directly above.	1 - Unavoidable	\$150,000

**Division Overview**

The role of Finance is to provide financial stewardship and leadership to the Town of Collingwood.

Key responsibilities of the Finance division include: Preparation and coordination of capital and operating budgets; financial analysis and reporting; Development charge administration; cash, investment, and debt management; capital asset management and reporting; reserve fund administration; establishment of financial policies and procedures; establishment of internal controls to ensure the integrity of the financial systems; calculation, billing, collection, and tax adjustment programs for property taxes; provision of accounting and financial services support to Council, the CAO and all Town departments.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
11.3	10	11	11	1 *	11

\* Note this is a request for an extension of contract for 2 additional years.

## Division's Pressures and Trends, including Public Input

The Finance division experiences high volume and peaks periods of workload between September and May each year. This period encompasses budget direction, preparation and coordination; final tax billings and supplementary assessments; interim audit information collection; year-end reconciliations and preparation of working papers for the year-end audit; preparation of the Provincially mandated reports to Council prior to the deadline date of March 31; year-end reporting for various Provincial and Federal grant programs with deadline dates ranging from February 28 to March 31; preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

Current trends that are putting pressure on the Finance division to maintain its current level of service include:

- Community growth – more taxpayers, increased development and increased real estate transactions has increased the workload of the Finance division to the point where overtime is required to maintain the current level of service.
- Program growth – as other departments introduce new programs, software, apply for grant funding, etc., finance is involved to a certain degree to provide guidance and ensure that accounting and internal controls are being implemented correctly.
- Cross-training – the Finance division has several core services that are critical to the smooth operation of the Municipality (Accounts Payable, Payroll, Tax Collection). It is important that these functions have trained back-ups to ensure continuity of these services should staff turnover take place.
- Legislative Changes – Federal and Provincial programs are increasingly placing emphasis on a competitive process for grant programs. This places a higher burden on Finance staff to meet deadlines and reporting requirements to ensure that the Town does not lose out on any funding. In addition, the requirement for municipalities to prepare detailed Strategic Asset Management Plans puts added workload and pressure on Finance. The Town's Asset Management Plan (AMP) in an evolving, dynamic document that requires continual monitoring and updates to ensure timely, relevant information to assist with decision making. The AMP is also required to qualify for certain provincial funding opportunities.

## 2022 Priorities

### Community Based Strategic Plan Items

1) Financial Analyst Continuation of Contract - note this is not an add but an extension of a 1 year contract from 2021. This position will continue to work on Continuous Improvement Projects outlined in the Service Delivery Report from D&T, creating efficiencies across the organization while reducing silos and ensuring cross-functional alignment across the organization. Additionally the role will be responsible for conducting business process reviews and related initiatives to evolve the organization. The role would work with various service areas promoting efficiency, innovation and continuous improvement. This role would focus on cross-functional collaboration and would work with service area end users and leaders to review current processes/practices in order to recommend opportunities for streamlining process and proposing improvements through software and technological enhancements. Responsibilities would include the planning, design, development, and implementation of upgrades to existing systems and implementation of new efficient information systems in support of core organizational strategies and functions to align business processes throughout the Town. Utilizing proven communication, analytical and problem solving skills, the Business Systems Specialist would also identify, communicate and resolve systems issues in order to maximize the benefit of IT systems investments, as well as monitor successes of new or upgraded technologies. Committed to excellence in customer service, a key focus would include providing prompt, courteous response to internal and external inquiries and lead and/or participate as a team member on the ITSC. Finally, this role will assist in continuing meaningful and timely quarterly reporting to ensure financial accountability across the organization.

At this time this position has accomplished completing the 1) Cityview and PerfectMind projects along with staff - noting that with PerfectMind an increase of revenues were collected (PRC Internal Audit completed). 2) Water Collections and review 3) Developer deposits reconciling 4) Collection of AR 5) Modernization of AP 6) PCard replacement.

The position is 80% funded through OCIF and the Grant writer allocation from 2021. The grant writer position has **altered** slightly in that the current Financial Analysts role includes Grant Mgmt - this position has a 40% allocation to grants where the responsibilities include seeking grant funding, managing grant reporting and submitting applications - a new procedure was designed with a tracking tool to assist all departments in organizing this very important function.

## Master Plan Priority Projects

- 1) Complete written report for AMP - Core Assets;
- 2) Move to 2nd Stage of AMP and complete by the end of the year

## Continuous Improvements

- 1) Water/Wastewater Billing - business case
- 2) More timely and meaningful Quarterly reporting
- 3) LT Financial Strategy - including Reserve / Debt details
- 4) More robust investment strategy
- 5) Review of cross-charged functions (i.e. to both Self Sustaining and internal departments)
- 6) Chart of accounts and sub-department rationalization
- 7) Business Process Re-engineering the goal of this priority was to modernize outdated processes and change from a task orientation to a process orientation - streamline current activities and tasks.
- 8) Continuous review and update of New Owner's Package

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$35,299.00</b>	<b>\$141,000.00</b>	<b>\$443,000</b>	<b>\$302,000.00</b>	<b>214.18%</b>
- Government Transfers	\$0.00	\$0.00	\$0.00	\$40,000.00	\$105,000	\$65,000.00	162.50%
- Investment Income	\$0.00	\$0.00	\$0.00	\$0.00	\$300,000	\$300,000.00	0.00%
- Transfers from Obligatory Resen	\$0.00	\$0.00	\$0.00	\$48,000.00	\$0	-\$48,000.00	0.00%
- Transfers from Town Reserves at	\$0.00	\$0.00	\$0.00	\$15,000.00	\$0	-\$15,000.00	0.00%
- User Charges	\$0.00	\$0.00	\$35,299.00	\$38,000.00	\$38,000	\$0.00	0.00%
<b>Expenses / Expenditure</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$1,262,744.50</b>	<b>-\$1,652,805.00</b>	<b>-\$1,628,035</b>	<b>\$24,770.00</b>	<b>-1.50%</b>
- Administrative Expenses	\$0.00	\$0.00	-\$30,596.59	-\$13,500.00	-\$46,000	-\$32,500.00	240.74%
- Equipment Related	\$0.00	\$0.00	\$0.00	\$0.00	-\$5,200	-\$5,200.00	0.00%
- Financial Expenses	\$0.00	\$0.00	-\$13,076.71	-\$12,000.00	-\$12,000	\$0.00	0.00%
- Information Technology and Communications	\$0.00	\$0.00	-\$103,089.68	-\$107,000.00	-\$111,426	-\$4,426.00	4.14%
- Legal Expenses	\$0.00	\$0.00	-\$2,668.81	\$0.00	\$0	\$0.00	0.00%
- Operating Expenses	\$0.00	\$0.00	-\$885.27	-\$25,000.00	-\$15,000	\$10,000.00	-40.00%
- Personnel and Training	\$0.00	\$0.00	-\$21,603.80	-\$50,875.00	-\$50,875	\$0.00	0.00%
- Purchased Services	\$0.00	\$0.00	-\$118,017.55	-\$208,500.00	-\$110,000	\$98,500.00	-47.24%
- Salaries and Benefits	\$0.00	\$0.00	-\$972,806.09	-\$1,235,930.00	-\$1,277,534	-\$41,604.00	3.37%
<b>Grand Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$1,227,445.50</b>	<b>-\$1,511,805.00</b>	<b>-\$1,185,035</b>	<b>\$326,770.00</b>	<b>-21.61%</b>

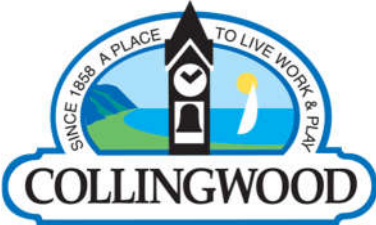
\*Finance 1225 a separate department was new for 2021 having been broken out from 1200 Corporate management.

GL Category	Description	Change Type	2022
- Government Transfers	AMP Phase 2 - Add \$25k for consulting services	1 - Unavoidable	\$25,000
	OCIF Funding for Analyst Position - AMP related work	3 - Service Enhancement	\$80,000
	Remove 2021 one time change For consultant services on AMP	1 - Unavoidable	-\$40,000
- Investment Income	Reallocated from Administration - note that interest rates still continue to be at an all time low it will take time to bring these amounts back to "normal levels"	1 - Unavoidable	\$300,000
- Transfers from Obligatory Reserve Funds	CBC and DC update to occur in 2022 - Carryforward	1 - Unavoidable	\$48,000
	Delay CBC to update of DC bylaw after discussions with Hemson	1 - Unavoidable	-\$48,000
	Remove 2021 one time changes Increase is for DC Funding applicable to DC Update and Community Benefit Charge Study.	1 - Unavoidable	-\$48,000
- Transfers from Town Reserves and Reserve Funds	Remove 2021 one time Change	1 - Unavoidable	-\$15,000
- Administrative Expenses	Postage was previously in Admin - we require postage for all tax billings and arrears as well as notices for Water and new ownership packages	1 - Unavoidable	-\$30,000
	Was previously in Admin - Bill templatees	1 - Unavoidable	-\$2,500
- Equipment Related	Add Mail Machine Pitney Bowes - \$1300 x 4 = \$5200	1 - Unavoidable	-\$5,200
- Information Technology and Communications	1) GP - \$50k 2) Worktech Pearl \$20k 3) Questica - \$25k 4) VCH - \$4k - Add Increase quoted from Central Square 5) Caseware 2*2500 (reduced licenses in 2021)	1 - Unavoidable	-\$5,250
	Contract cost reduction	1 - Unavoidable	\$824
- Operating Expenses	Decrease based on historical	1 - Unavoidable	\$10,000
- Purchased Services	AMP Phase 2 - Equip/ Non Core Assets	1 - Unavoidable	-\$25,000
	CBC and DC Update carryforward	1 - Unavoidable	-\$48,000
	Delay CBC to update of DC bylaw after discussions with Hemson	1 - Unavoidable	\$48,000
	Remove 2021 one time change Finance (1225): Increase in contracted services for Asset Management Plan (\$40,000) and DC Study Update and Community Benefit Charge Study (\$48,000).	1 - Unavoidable	\$88,000
	Remove one time 2021	1 - Unavoidable	\$35,500

GL Category	Description	Change Type	2022
- Salaries and Benefits	Extension of Financial Analyst Contract - Offset with Grant Writer amount	3 - Service Enhancement	-\$79,134
	Remove one time 2021 - 1 Year Contract Financial Position	1 - Unavoidable	\$79,134
	COLA	1 - Unavoidable	-\$41,604



# Customer & Corporate Services



**[Communications ]**

**Division Team Leader:** [Amanda Pegg, Executive Director  
Christa Carter, Manager Public  
Relations & Communications ]

**Division Overview**

Communications & Public Relations, a division of Customer & Corporate Services, is responsible for the delivery of external and internal communications in a transparent, timely and professional manner. This includes ensuring key messages are communicated, community and corporate success stories are shared, and residents and stakeholders are informed about strategic initiatives, operational plans and Town programs and services.

The division manages the corporate website, EngageCollingwood public engagement platform, social media channels, Town Pages, marketing campaigns, staff intranet, strategic communications advice and planning, issues/opportunity management, media relations and management of the corporate image through key messaging and other means.

During COVID-19, and other emergency situations, the division plays a significant role in emergency communications. Ensuring Town residents and staff are informed about changes and key service/program information in a swift and timely manner.

**\* Note that the C&CS division was reorganized in 2022 to split Customer Service and Communications.**

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	1	1	2

## Division's Pressures and Trends

The Communications function is essential to operating as an open and transparent municipality where two-way communication with the public is ongoing and vibrant. The Communications Manager has carried out over 100 hours of overtime in the past year, and there is a need to expand the resources available to accomplish Council's desire for increased and enhanced communications. There is a Communications Coordinator position that is proposed to augment the Division and bring the total resources to 2 FTEs.

As the maturity of the organization evolves, there are a growing number of projects requiring strategic communications planning/advice and public engagement components. This includes items such as: Collingwood Transit Service Review & Optimization Study, Collingwood Grain Terminals, Arts Centre Feasibility Study, Maple Street Bicycle Priority Street Pilot Project (and like pilot projects), Sunset Point Park Playground, municipal budget process, Official Plan updates, Judicial Inquiry and the Interim Control Bylaw (ICBL). In addition, Communications & Public Relations actively supports the Collingwood Public Library and the Museum to promote community centric initiatives and services.

The number of Town owned social media channels has grown over the years, as has the number of posts and followers per channel. This is a testament to the engagement level within the community but requires rigorous Town involvement to ensure accurate and timely information is being shared. Previously, administration of the Experience Collingwood Facebook channel and Experience Collingwood Instagram account was managed by third parties. However, over time the external management of these accounts highlighted the need to have an internal corporate lens on all external communications ensuring quality and consistency of content across all platforms. Including, ensuring alignment with the Town's strategic goals as identified in the Community Based Strategic Plan and recognizing intricacies of specific initiatives in relation to others. In June 2021 all Town social media channel management was brought in house to begin this valuable transition. Although significant benefits are achieved through this transition, workload pressures are increased as a result.

Staff portal (intranet) was launched in the fall of 2020 to help increase communication flow and information sharing with staff. Internal communications is a critical component of an employee retention strategy and was identified as an area for improvement within the 2021 Employee Engagement & Wellbeing Survey. Although the portal is managed by a committee of staff it requires regular administration/updates by the division to ensure accurate and consistent messaging.

Since the Communications Officer position was established in 2014 under Clerk Services, there has been a significant enhancement in the level of service in terms of transparent and consistent communication and engagement with the community. Daily workload pressures to maintain this level of service prevent the opportunity to focus on longer term strategic initiatives. Support and consultation for community driven and major projects could be enhanced including staff/department support to ensure consistent and meaningful engagement with the community.

Further, the role of the Emergency Information Officer has expanded in recent years with additional responsibilities.

## 2022 Priorities

### Community Based Strategic Plan Items

Under the Community Based Strategic Plan, Transparent and Accountable Local Government, Enhance Public Trust is a key component. This includes “Proactively engage the public on town decisions, using Engage Collingwood, Coffees with Council and other opportunities,” and “Annual public summary of the Town’s Strategic Plan accomplishments.” Further to these specified action items, Communications plays an integral role in communicating and engaging the public, in the majority of the projects, services, and action items taking place under the Community Based Strategic Plan’s Guiding Goals.

### Master Plan Priority Projects

Communications is not a specified department under any of the Master Plans, however Communications supports the communication and public engagement of all departments across the organization in meeting their specific operational goals and projects as part of their respective Master Plans.

### Continuous Improvement Projects

Continue to work with the internal Public Relations & Information Team to improve workflows, increase collaboration and proactively prepare for communication & public relations requests to ensure high quality community engagement and information sharing.

Invest in strategic communications planning. Service level expectations and work load demands result in the Manager, Public Relations & Communications spending the majority of time on the ‘day-to-day’ communications activities of the department and less on strategizing communications plans and public engagement opportunities. As part of the 2022 staffing requests, an additional support for communications would ensure the Manager can focus on the development and implementation of an overarching communications strategy that helps to curate the Towns persona/”brand” within the community and beyond.

- Promoting stories of success in a meaningful and systematic way
- Review of social media policy
- Introduction of key metrics
- Website content review (cross functional)

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Expenses / Expenditure</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$299,390</b>	<b>-\$299,389.58</b>	<b>0.00%</b>
- Administrative Expenses	\$0.00	\$0.00	\$0.00	\$0.00	-\$2,500	-\$2,500.00	0.00%
- Information Technology and Communications	\$0.00	\$0.00	\$0.00	\$0.00	-\$95,550	-\$95,550.00	0.00%
- Personnel and Training	\$0.00	\$0.00	\$0.00	\$0.00	-\$2,500	-\$2,500.00	0.00%
- Salaries and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	-\$198,840	-\$198,839.58	0.00%
<b>Grand Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>-\$299,390</b>	<b>-\$299,389.58</b>	<b>0.00%</b>

**\* Note that the C&CS division was reorganized in 2022 to split Customer Service and Communications.**

GL Category	Description	Change Type	2022
- Administrative Expenses	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$2,500
- Information Technology and Communications	Budget move from 1200-Admin (TownPage)	1 - Unavoidable	-\$50,000
	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$1,000
	Budget Split from 1245 CCS Admin (HootSuite, Linktree, Stock images/graphic design, mailchimp, boosted posts, radio campaigns)	1 - Unavoidable	-\$14,400
	Budget Split from 1245 CCS Admin Bang the Table (Engage Collingwood) \$15000 Website Developer / maintenance (Upanup) agreement \$10000	1 - Unavoidable	-\$25,000
	Manager (cell phone replacement)	1 - Unavoidable	-\$500
	Manager: \$625 InDesign License & FoxIt licenses \$275	1 - Unavoidable	-\$900
	NEW - Coordinator cell phone hardware \$500 + cell plan	1 - Unavoidable	-\$1,100
	NEW Coordinator \$625 InDesign License & FoxIt licenses \$275	1 - Unavoidable	-\$900
	NEW Coordinator: Computer (laptop, monitor & stand)	1 - Unavoidable	-\$1,750
- Personnel and Training	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$2,500
- Salaries and Benefits	Manager	1 - Unavoidable	-\$115,061
	NEW - Coordinator	1 - Unavoidable	-\$80,000
	COLA	1 - Unavoidable	-\$3,779

Customer Service

Division Team Leader: **Amanda Pegg, ED**  
**Ingrid Masiak, Manger Customer Service**

Division Overview

Customer Service, a division of Customer & Corporate Services, is responsible for the leadership of the customer experience for the Town, including establishing and continuously improving the Centre of Excellence and delivering frontline central services. Whether in person or through various digital channels, the Customer Service team strives to help members of the public successfully access the Town and its services in a positive and friendly way, offering single-point-of-contact delivery of effective solutions to public inquiries and concerns.

The centralized approach provides the opportunity for greater data collection, systemic issue analysis, and centralized tracking from initial inquiry/request to resolution. This centralized department was created in late 2019, with the Manager of Customer Service joining at the beginning of 2020.

In addition, the Customer Service team provides leadership in the areas of effective customer focused strategies and solutions to support customer satisfaction. Customer Service continues to manage a plethora of requests through various intake channels including in-person, phone, email, mail and social media within the defined service levels outlined in the Common Service Standards. The Customer Service team works collaboratively with departments to build on knowledge management resources to support first contact resolution within customer service whenever possible and keep transfers and referrals at a minimum for general requests.

**\* Note that the C&CS division was reorganized in 2022 to split Customer Service and Communications.**

Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	6	6	3	0	3

## Division's Pressures and Trends

Since the establishment of the Customer Service Division the utility of services provided by this area has grown substantially. As a center-point for customer inquiry, the Town has seen more and more reliance upon the growing knowledge base of the division, rapid response times, and the adoption of service delivery methods and standards to provide efficiencies for other departments in the organization. Monitoring of inquiry topics is being used for continuous improvement in the Town's resources to residents, visitors, and businesses.

In addition to natural growth, strategic growth is being planned to further enhance the customer experience and provide further efficiency for response to stakeholder needs. An example of this is a proposed project to consolidate incoming phone lines to help customers avoid multiple phone calls to departments in search of a response to inquiries, as well as avoid having to sort through multiple phone lines for the correct respondent. A successful outcome to this important project will see incoming call volumes increase dramatically to this division.

January and February saw the launch of CityView's customer facing Public Portal, allowing for more self-serve online options for customers to fulfill requests in the By-Law, Building and Planning departments. During this transitional phase, the switch from in person to online fulfillment of dog tags created new administrative duties for the Customer Service Ambassadors during peak renewal season as tags were required to be mailed out. Additionally, the introduction of paid parking at the waterfront saw a dramatic increase in resident parking pass support and parking ticket disputes starting in May lasting throughout the summer.

Like many divisions within the organization, pressures on Customer Service continue to include the growth of the community as a whole and increasing service level expectations. Services are expanding in response to the needs of the growing constituency, and Council's encouragement of highly accessible Town services.

In 2021, Customer Service handled over 14,000 inquiries across the channels supported, approximately 40-50% higher than 2020 volumes.

## 2022 Priorities

### Community Based Strategic Plan Items

### Master Plan Priority Projects

Deloitte Service Review:

- Implementation of Customer Service Software
- Continue the evolution and refinement of a Programs and Services listing resulting from the Service Delivery Review project
- Implementation of a centralized, easy to access, customer service streamlined option in the phone directory

### Continuous Improvement

Evolution of the Integrated Customer Service Strategy

### Operating Budget Details

	2020	2020	2021	2021	2022		%
	Actual	Budget	Actual	Budget	Budget	Variance	Change
<b>Expenses / Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$274,104</b>	<b>-\$274,104</b>	<b>0.0%</b>
- Administrative Expenses	\$0	\$0	\$0	\$0	-\$2,500	-\$2,500	0.0%
- Information Technology and Communications	\$0	\$0	\$0	\$0	-\$1,200	-\$1,200	0.0%
- Personnel and Training	\$0	\$0	\$0	\$0	-\$4,500	-\$4,500	0.0%
- Salaries and Benefits	\$0	\$0	\$0	\$0	-\$265,904	-\$265,904	0.0%
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$274,104</b>	<b>-\$274,104</b>	<b>0.0%</b>

**\* Note that the C&CS division was reorganized in 2022 to split Customer Service and Communications.**



GL Category	Description	Change Type	2022
- Administrative Expenses	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$2,500
- Information Technology and Communications	2 Foxit Licences (Manager + 1 CSA)	1 - Unavoidable	-\$600
	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$600
- Personnel and Training	Budget Split from 1245 CCS Admin	1 - Unavoidable	-\$4,500
- Salaries and Benefits	Manager, 2xCS Ambassadors	1 - Unavoidable	-\$259,699
	COLA	1 - Unavoidable	-\$6,205

**Fleet and Facilities**

**Division Team Leader:** **Amanda Pegg, Executive Director,  
Dave McNalty, Manager Fleet &  
Facilities**

**Division Overview**

Fleet and Facilities, a division of Customer & Corporate Services, is responsible for the corporate oversight and management of municipally owned fleet and facilities.

This includes maintenance functions for vehicle and rolling stock inventory, coordinating fleet purchases and disposals, ensuring permitting and insuring of all licensed vehicles, providing life cycle determination, developing vehicle and equipment specifications, service requirements, warranty definition and follow-up, and developing consistent fleet policies with the exception of specialized fire vehicles.

In addition, Fleet and Facilities provides recommendations and oversees building repair, maintenance and cleanliness, ensures appropriate insurance coverage and risk management strategies, coordinates new construction and renovation projects, monitors contractor performance, and identifies opportunities for consolidation of efforts.

The division directly provides facility operations (including cleaning) at Town Hall, Library, Museum, Ontario Provincial Police (OPP) Station, and Grain Terminals. This includes project management on the commercial cleaning contracts, standby generator maintenance inspection and repair, and fire and life safety systems for various facilities.

Fleet and Facilities is the corporate lead on climate change initiatives. The division monitors energy consumption at Town facilities and recommends improvement opportunities. Project management on obtaining Facility Condition Assessments and the development of the Town Asset Management Plan for all facilities also continues to be a priority.

The individual department’s own budgets include the capital, maintenance and operating costs of their applicable vehicles, buildings and accommodations, unless noted otherwise, and thus the Fleet and Facilities Division’s operational budget has historically been composed of salaries and benefits with limited discretionary spending.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
4	4	4	5	0	5

## Division's Pressures and Trends

The completion of facility related capital and maintenance projects as well as the management of corporate wide service contracts and broader initiatives such as the Grain Terminals project, the climate change response and staff accommodations are ongoing pressures.

The ongoing maintenance requirements and identified next steps in determining the future disposition of the Grain Terminals and its' impact on the development of the waterfront implies a multi-year project that must be resourced properly to obtain the desired outcomes. With the completion of the Built Heritage Assessment and engagement of a Process Advisor in 2021, the next step planned for 2022 is the development of an open market competition and solicitation of proposals for future opportunities for the site.

An update to the Accommodation Plan is critical at this juncture so that recent learnings can be formalized in the development of future expansion plans or opportunities for capital avoidance. This includes developing short- and medium-term options intended to meet future space requirements in a fiscally responsible manner.

Climate change continues to be pressing global issue. Energy conservation and Greenhouse Gas reduction projects are critically important and will be a focus of the division in 2022. The compilation of a complete Greenhouse Gas inventory that result from the Town's corporate-wide activities will enable the development of action plans going forward in response to the climate change initiatives. This will be a pre-cursor to the development of the Town's Community Climate Action Plan. The development of the Community Climate Action Plan is a top priority and will require a thoughtful and community centric approach in 2022.

The COVID 19 response continues to impact the resources needed, necessitating increased contracts, more and better cleaning products, more sanitization and more comprehensive oversight.

Several corporate facility maintenance contracts (i.e. - Fire and Life Safety System Inspection and Repair, Emergency Generator Inspection/Maintenance/Repair, Cleaning Services, etc.) have been put in place and require ongoing management to achieve the objectives. The management of these service contracts is critical, particularly in light of the pandemic, and require staff attention and resources. There are additional opportunities to develop corporate service contracts on items such as passenger elevators, overhead doors inspection, maintenance and repair, HVAC system maintenance, etc. Some of these requirements are legislated, while others illustrate good health, safety and risk management opportunities while being cost effective.

Facility Condition Assessments for all Town facilities will be completed in 2021. This effort will inform the Asset Management Plan and satisfy legislated requirements, and will also provide the detailed data required for the development of additional corporate-wide facility maintenance contracts and identify priority projects that can be completed corporately. Once populated with the data, the asset database will need to be diligently maintained. A disciplined approach to determining the long term asset management needs for fleet and facilities will provide Council with increased confidence that there has been appropriate investment in reserves and reserve funds to meet the longer-term capital needs.

Fleet vehicle replacements have been and will continue to be impacted by global shortages in

microchips that are used in the production of vehicles of all types. Deliveries on pre-ordered vehicles can be extended by months and there is no certainty with regard to delivery dates.

## **2022 Priorities**

### **Community Based Strategic Plan Items**

Enhance Community Well-Being and Sustainability:

- Community Climate Action Plan/GHG Inventory
- Library Geothermal/Heat Pump Access
- Electric Vehicle Charging Stations (corporate)
- LED Lighting Upgrades
- 545 Tenth Line Lifecycle Management and Site Design for Staff Accommodations

Public Access to a Revitalized World-Class Waterfront:

- Collingwood Terminals Redevelopment RFP

### **Master Plan Priority Projects**

Staff Accommodation Plan Update

Asset Management/Lifecycle Projects

### **Continuous Improvements**

Vehicle Use Policy

Electrical Vehicle Charging Policy

Enhanced Security Camera Utilization

New Accommodation – PW and Engineering

Accessibility Pilot - Smart Door Access System at Town Hall (Temporarily on hold pending funding)

Energy Management - Examine Solar Installation Options from Potential Donation

Corporate Vehicle Use Policy Review

Staff Accommodation Plan Update

Lifecycle Management - OPP Building

Disposal of Surplus Assets

Fleet Leasing Analysis (Temporarily on hold pending municipal references from experience)

Town Hall Refurbishment Program including Passenger Elevator Replacement

New Corporate Service Contracts - Facility Maintenance

Vehicle Replacements including potential electrification for all departments

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$320,000</b>	<b>\$320,000</b>	<b>\$0</b>	<b>0.0%</b>
- Transfers from Town Reserves and Reserve Fun	\$20,000	\$20,000	\$0	\$320,000	\$320,000	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$478,319</b>	<b>-\$491,443</b>	<b>-\$449,080</b>	<b>-\$928,621</b>	<b>-\$939,650</b>	<b>-\$11,029</b>	<b>1.2%</b>
- Administrative Expenses	-\$54	-\$1,500	-\$1,591	-\$1,500	-\$1,500	\$0	0.0%
- Equipment Related	\$0	-\$500	\$0	-\$500	-\$500	\$0	0.0%
- Financial Expenses	-\$2,004	-\$1,500	-\$1,787	-\$1,800	-\$2,014	-\$214	11.9%
- Information Technology and Communications	-\$2,216	-\$3,000	-\$1,386	-\$3,000	-\$5,000	-\$2,000	66.7%
- Operating Expenses	-\$1,819	-\$2,250	-\$226	-\$2,250	-\$2,250	\$0	0.0%
- Personnel and Training	\$0	-\$4,500	-\$1,399	-\$4,500	-\$4,500	\$0	0.0%
- Premise and Site	\$0	\$0	\$84	\$0	\$0	\$0	0.0%
- Purchased Services	-\$24,579	-\$20,000	-\$19,748	-\$340,000	-\$320,000	\$20,000	-5.9%
- Salaries and Benefits	-\$447,647	-\$454,193	-\$423,027	-\$571,071	-\$600,756	-\$29,685	5.2%
- Vehicle and Fleet Related	\$0	-\$4,000	\$0	-\$4,000	-\$3,130	\$870	-21.8%
<b>Grand Total</b>	<b>-\$458,319</b>	<b>-\$471,443</b>	<b>-\$449,080</b>	<b>-\$608,621</b>	<b>-\$619,650</b>	<b>-\$11,029</b>	<b>1.8%</b>

GL Category	Description	Change Type	2022
- Transfers from Town Reserves and Reserve Funds	Asset Sale Proceeds	1 - Unavoidable	\$300,000
- Transfers from Town Reserves and Reserve Funds	Remove 2021 one time changes Per Staff Report CCS220-06 Path Forward: Collingwood Terminals, Council resolved that staff proceed with a Request for Proposal for re-developing the Collingwood Terminals Buildings with an upset limit of \$300,000.	1 - Unavoidable	-\$300,000
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$214
- Information Technology and Communications	AutoCAD Licenses & RS estimating tools	1 - Unavoidable	-\$2,000
- Purchased Services	Grain Terminal RFP (originally budgeted in 2021 but work not completed) re-budgeted for 2022	1 - Unavoidable	-\$300,000
- Purchased Services	Remove 2021 one time changes Increase is to fund Terminals RFP process noted directly below. Funding is budgeted to come from Asset Sale Proceeds Reserve Fund.	1 - Unavoidable	\$300,000
- Purchased Services	Remove 2021 one time changes Per Staff report CCS2020-06 Path Forward: Collingwood Terminals, Council resolved that staff engage a consultant to help conduct a Heritage Assessment of the Collingwood Grain Terminals funded up to \$40,000 from the operating budget. Increase of \$40,000 offset by decrease of \$20,000 for Terminals Study which was completed in 2020.	1 - Unavoidable	\$20,000
- Salaries and Benefits	COLA	1 - Unavoidable	-\$29,685
- Vehicle and Fleet Related	adj to average	1 - Unavoidable	\$1,500
	inflationary adjustment	1 - Unavoidable	-\$630

**Human Resources**

**Division Team Leader: Amanda Pegg, Executive Director,  
Melissa McCuaig, Manager HR**

**Division Overview**

Human Resources (HR), a division of Customer & Corporate Services, is accountable for talent development and corporate support services. This includes formal and ad hoc programs within learning and development, attraction and retention, total rewards, development planning, performance, and employee engagement. Long term planning, related to people strategy and advice, in a variety of people-focused areas also includes labour and employee relations. HR leads labour relations in collaboration with stakeholders overseeing collective agreement negotiations and interpretations ensuring equitable, fair and consistent treatment of Town staff.

Occupational health, safety and wellness is delivered through various programs and initiatives. Supporting the organization in the delivery and development of a positive, safe, healthy and supportive culture. HR facilitates short and long-term disability management, accommodation plans and safe/early return to work programs. In addition, the team ensures and supports health and safety legislative compliance.

As a multi-faceted division, Human Resources is responsible for leading and administering the following functions:

- Recruitment, attraction and retention of top talent
- Labour/employee relations, negotiations and contract administration
- Employee health, safety and wellbeing
- Training, development and performance management
- Compensation and group benefits administration
- Development and implementation of corporate human resource policies and procedures
- Development and recommendation of plans, policies and strategies to address human resources and organizational objectives
- Providing advice to departments, staff and Council
- Ensuring employment and legislative compliance

## Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
3	3	3	3.7	0	3.7

## Division's Pressures and Trends

**Employee Engagement and Well-Being:** Wellness initiatives, including group benefits, recognition, etc. are known to be of interest to staff and are components of an effective recruitment and retention strategy. Supporting staff is of critical importance as a result of the global pandemic and high workload pressures.

**Diversity & Inclusion:** The Town is an equal opportunity employer and abides by all current legislation relating to an individual's rights to employment under the Human Rights Code and Accessibility Standards. That said, there is no specific policy currently guiding hiring practices or policies to ensure, or encourage, a more inclusive workplace. Policies related to other employment areas such as performance management, training and development, harassment, discrimination, etc. will also need to be reviewed from the equity perspective. This initiative is currently underway.

**Staffing priorities:** A certain level of staff turnover is expected during the course of the year but changes to operations also affect staff levels and composition. Budget constraints may require Council to look at the level of service desired for ratepayers – staffing levels may be affected and have to be managed accordingly. With several staff retirements in key positions pending in the next few years, together with the pressure to expand operations due to legislative requirements and community growth, as well as employee turnover due to a number of organizational and market factors, the trend in the number of recruitments is expected to continue to rise. Recruitment, selection, orientation, training and performance management services are required to ensure the organization's staffing resources are supported and retained. Recruitment activities to Oct 21/21 included 44 postings, 800 applications reviewed and 170 interviews conducted.

**Risk management:** With increased emphasis on health and safety as well as accessibility, there is more onus on employers to ensure the well-being of workers. Municipalities are also faced with more exposure to liability from all facets of their operations due to the various lines of business. It is imperative that the Town ensures that the appropriate staff members are receiving relevant training. The employer faces the burden of proof to demonstrate due diligence and therefore documentation in the form of policies, procedures and records/certificates are essential.

## 2022 Priorities

### Community Based Strategic Plan Items

Training for staff to increase awareness and promotion of good mental health.



## **Master Plan Priority Projects**

HR Master Plan - desired outcomes would be a clear mandate and direction for HR to support achievement of broader organizational objectives by identifying key areas of focus and a framework designed to help set priorities.

## **Continuous Improvements**

Employee Engagement & Well-Being

Diversity & Inclusion

Compensation review and review of associated policies

Human Resources Information System (HRIS)

Health and Safety programs

Employee Lifecycle Management

Recruitment and attraction

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>
- Other	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$337,212</b>	<b>-\$457,896</b>	<b>-\$324,151</b>	<b>-\$473,538</b>	<b>-\$482,782</b>	<b>-\$9,244</b>	<b>2.0%</b>
- Administrative Expenses	-\$3,165	-\$10,500	-\$1,257	-\$10,500	-\$10,500	\$0	0.0%
- Equipment Related	\$0	\$0	\$0	-\$15,000	-\$15,000	\$0	0.0%
- Information Technology and Communications	-\$5,153	-\$18,600	-\$9,292	-\$8,600	-\$12,000	-\$3,400	39.5%
- Legal Expenses	-\$9,960	-\$10,000	-\$6,373	-\$10,000	-\$10,000	\$0	0.0%
- Operating Expenses	-\$430	-\$1,000	-\$54	-\$1,000	-\$1,000	\$0	0.0%
- Personnel and Training	-\$42,197	-\$89,495	-\$29,546	-\$79,495	-\$79,495	\$0	0.0%
- Purchased Services	-\$29,052	-\$48,500	-\$24,686	-\$20,000	-\$10,000	\$10,000	-50.0%
- Salaries and Benefits	-\$247,253	-\$279,801	-\$252,942	-\$328,943	-\$344,787	-\$15,844	4.8%
<b>Grand Total</b>	<b>-\$337,212</b>	<b>-\$457,896</b>	<b>-\$324,151</b>	<b>-\$473,538</b>	<b>-\$482,782</b>	<b>-\$9,244</b>	<b>2.0%</b>

GL Category	Description	Change Type	2022
- Information Technology and Communications	reflect actual costs incurred for job postings in 2021	1 - Unavoidable	-\$3,400
- Purchased Services	HR Master Plan	3 - Service Enhancement	-\$50,000
	In Capital - under HRIS 9132	3 - Service Enhancement	\$50,000
	potential to engage external provider for employee engagement survey	3 - Service Enhancement	-\$5,000
	Remove 2021 one time changes Training for staff and Council to increase awareness and help identify biases.	1 - Unavoidable	\$15,000
- Salaries and benefits	COLA	1 - Unavoidable	-\$15,844

Information Technology

Division Team Leader: **Amanda Pegg, Executive Director**  
**Mike Nancekivell, Manager IT**

Division Overview

Information Technology (IT), a sub-division of Customer & Corporate Services, is a key strategic corporate service and is increasingly a central element behind the achievement of the Town's short and long term goals and objectives. Recognizing the significant prominence information technology plays in supporting the delivery of key programs and services was one of the primary rationales behind the implementation of an Information Technology division in 2017.

In addition to the acquisition, management, and maintenance of a robust, reliable and secure information technology and telecommunications architecture, IT increasingly has an integral role to play with respect to the ongoing support of corporate software applications as well as the integration of corporate and departmental applications so as to maximize efficiencies and the effectiveness of these applications.

Furthermore, IT has a vital role to play with respect to the support of customer facing applications and Customer Relationship Management (CRM) tools that facilitate and optimize our customers' experience when making use of the Towns' service offerings. Lastly, the IT departments is the steward of one of the Towns' most important asset's which is the Town's information and data.

A large component of the Town's spatial data and information is directly supported within the Geographic Information Systems (GIS) component of the IT Department. GIS is a framework for gathering, managing, and analyzing many types of spatial and tabular data. The Town's GIS specifically has a large role in bringing various software suites together for maximum efficiencies by sharing insights into patterns and relationships. Overall operational efficiencies and public engagement are a high priority for staff.

Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
3.33	4	4.33	4.33	0	4.33

## Division's Pressures and Trends

Since the formation of in-house IT Services, the need for IT support and guidance has had a continued upward trend. Technology has become more involved in all aspects of Town functions to support maintaining and enhancing service levels. Technology is something relied on daily by all Town divisions. Smartphones, computers, data networks, mobile applications, software, and any number of other innovative solutions are critical to daily program and service delivery. The COVID-19 pandemic has put significant strain on departmental resources with more reliance on IT and GIS Systems. The current trend is assumed to be the new normal. This is as result of the rapid modernization of the workforce through the learnings of the global pandemic and the effectiveness of digital tools in continuing and enhancing operations.

IT has assisted in delivering a number of key organizational projects such as Virtual City Hall which included a e-send billing component, Cityview Upgrades and public portal rollout, and the Questica Budgeting tool. In addition, IT finalized a migration to exchange online which saw the completion of a project started in 2020. 298 Mailboxes were migrated consisting of 6,457,698 items.

We also implemented a work from home phone solution to provide staff the ability to effectively communicate with members of the public while working remotely. This tool supported a rapid reimagination of how Town services were (and are) offered. IT has also expanded the use of Microsoft SharePoint to assist with digitizing items that would normally be performed manually which has contributed significantly to better data and information management. During 2020/2021 IT increased server capacity to support a growing organization including the implementation of a new backup solution. It is also noteworthy to mention that the IT division assists with staff turnover, supporting the organization by updating assets, email, door locks, ID cards, software logins and phone systems for both onboarding and offboarding of staff. This resulted in 7 new laptop assets being deployed throughout the year along with 14 replacements and several assets redeployed to support seasonal staff. IT also rolled out a new remote support tool that will allow the division to support staff in a more efficient manner. This new tool allows the IT division to support staff devices anywhere an internet or network connection can be obtained.

Specifically, from a GIS perspective, the division continues to see an upward adoption of GIS related solutions. The organization as a whole has embraced the potential of GIS and as such we have expanded our capabilities to include mobile applications to assist operations staff with a variety of field work inspections, maintenance, data creation and work orders. The Town has also made the decision to embrace GIS as the main repository for most assets and as such relies on it for Asset Management inventory which was a priority in 2021. This also included support for Engineering operations with pipe analysis and creation of a new geospatial asset dataset for PRC. We've also expanded our exposure to residents and visitors on our website by including a variety of new online mapping applications and story maps. On the Water We Love story map, Truth and Reconciliation story map, and the planning interactive web application are amazing examples how GIS can be utilized. The offset to these accomplishments is that they are time consuming to create.

Routine operational tasks continue to consume more than 85% of available resources and often staff are juggling multiple priorities to support the continued growth and service expectations while supporting daily and required needs. Ensuring staff can perform their job duties through the use

of technology will continue to be the number one priority. As of October 2021, the IT division has received over 1800 logged requests for service.

## 2022 Priorities

### Community Based Strategic Plan Items

Continued support for the IT Steering Committee and it's related decisions.

### Master Plan Priority Projects

Development of a formal IT Master Plan (Digital Strategy). Continued support from Geographic Information systems towards the Asset Management Plan.

### Continuous Improvement

Laptop/Desktop Replacements

Next Generation Antivirus Implementations. (remove legacy solution that is going end of life)

Perform a Telecommunications Review of our current land lines, finding opportunities for consolidation or removal where possible.

Firehall UPS - Potential carry over from 2021 pending delivery.

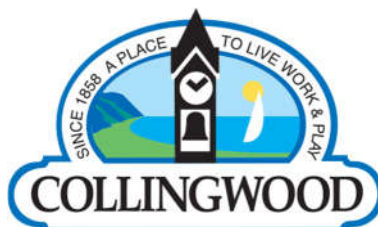
## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$116,005</b>	<b>\$112,850</b>	<b>\$52,375</b>	<b>\$236,350</b>	<b>\$112,850</b>	<b>-\$123,500</b>	<b>-52.3%</b>
- Non Tax Revenue	\$3,155	\$0	\$0	\$0	\$0	\$0	0.0%
- Other	\$112,850	\$112,850	\$52,375	\$112,850	\$112,850	\$0	0.0%
- Transfers from Town Reserves and Reserve Funds	\$0	\$0	\$0	\$123,500	\$0	-\$123,500	0.0%
<b>Expenses / Expenditure</b>	<b>-\$646,940</b>	<b>-\$639,796</b>	<b>-\$525,902</b>	<b>-\$761,156</b>	<b>-\$693,976</b>	<b>\$67,180</b>	<b>-8.8%</b>
- Administrative Expenses	-\$1,488	-\$2,500	-\$924	-\$2,500	-\$4,200	-\$1,700	68.0%
- Equipment Related	-\$1,698	-\$3,000	-\$1,714	-\$2,000	-\$2,000	\$0	0.0%
- Information Technology and Communications	-\$110,350	-\$112,100	-\$103,662	-\$131,850	-\$157,109	-\$25,259	19.2%
- Inter-functional Transfers	-\$13,545	-\$5,333	-\$20,833	-\$13,091	-\$13,091	\$0	0.0%
- Operating Expenses	-\$217	-\$500	-\$164	-\$500	-\$500	\$0	0.0%
- Personnel and Training	-\$9,610	-\$12,000	-\$5,248	-\$12,000	-\$11,500	\$500	-4.2%
- Premise and Site	\$0	\$0	\$0	-\$4,005	-\$4,005	\$0	0.0%
- Purchased Services	-\$26,961	-\$32,500	-\$2,626	-\$15,000	-\$15,000	\$0	0.0%
- Salaries and Benefits	-\$417,027	-\$381,413	-\$364,897	-\$423,960	-\$454,621	-\$30,661	7.2%
- Transfers to Capital	-\$34,979	-\$57,500	\$0	-\$123,500	\$0	\$123,500	0.0%
- Transfers to Town Reserves and Reserve Funds	-\$31,000	-\$31,000	-\$25,833	-\$31,000	-\$31,000	\$0	0.0%
- Vehicle and Fleet Related	-\$66	-\$1,950	\$0	-\$1,750	-\$950	\$800	-45.7%
<b>Grand Total</b>	<b>-\$530,935</b>	<b>-\$526,946</b>	<b>-\$473,527</b>	<b>-\$524,806</b>	<b>-\$581,126</b>	<b>-\$56,320</b>	<b>10.7%</b>

GL Category	Description	Change Type	2022
- Transfers from Town Reserves and Reserve Funds	2021 Allocation needs to be removed	1 - Unavoidable	-\$123,500
- Administrative Expenses	Re-allocation of printing early 2021 + staff ID card allocations	1 - Unavoidable	-\$2,200
	reduction of supplies	1 - Unavoidable	\$500
- Information Technology and Communications	Addition of Firehall UPS includes initial year of maintenance. This is for annual maintenance beyond initial year of service	1 - Unavoidable	-\$3,500
	Contract cost reduction	1 - Unavoidable	\$641
	Firewall Software Maintenance. initial purchase in 2018 included 3 years of software maintenance. Asset not due for replacement until 2023-2024 timeframe. Required to maintain security posture and updates to hardware devices + warranty	1 - Unavoidable	-\$8,000
	Increase in Corporate PBX (Phone) system support. The addition of the Library phones in 2020 added to our	1 - Unavoidable	-\$1,000

	extension count on our main pbx. Resulting in an increase. (based on per extension).		
<b>GL Category</b>	<b>Description</b>	<b>Change Type</b>	<b>2022</b>
	Increase Scale Server Maintenance due to 2021 Server and Backup device acquisition. Devices procured with initial year of maintenance only. required for hardware warranty and integrated software upgrades	1 - Unavoidable	-\$7,000
	Re-allocation of Corporate Video Conferencing Software (via Covid)	1 - Unavoidable	-\$12,000
	Reduction of expenses	1 - Unavoidable	\$1,600
	Reduction of WFH Licenses	1 - Unavoidable	\$4,000
- Personnel and Training	reduction in dues, fees, memberships	1 - Unavoidable	\$500
- Salaries and Benefits	COLA	1 - Unavoidable	-\$30,661
- Transfers to Capital	Remove 2021 one time changes	1 - Unavoidable	\$57,500
	Remove 2021 one time changes Transfer to capital in 2021 is \$123,500 and includes the following: Server Network Asset Management (\$42,000); UPS (\$37,000); Backup appliances (\$34,000); Computer Hardware (\$5,000); Networking – WAN & LAN Infrastructure (\$3,000); Computer Software (\$2,500). 2020 transfer to capital amount of \$57,500 increased by \$66,000 to total \$123,500.	1 - Unavoidable	\$66,000
- Vehicle and Fleet Related	adj to average	1 - Unavoidable	\$250
	inflationary adjustment	1 - Unavoidable	\$550

# PROTECTIVE SERVICES





**Protection – Fire**

**Division Team Leader: Ross Parr, Fire Chief**

**Division Overview**

Multi-discipline response including auto extrication, ice water rescue, boat/ marine incidents.

Office of the Fire Marshal three pillars of defense:  
 Public Education  
 Fire Prevention  
 Suppression

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
31.56	32.56	32.56	32.56	0.13	32.69

**Division’s Pressures and Trends**

1. Increase municipal growth activities through land and water recreation, tourism, industrial, commercial and residential development, increase the number of responses for fire and emergency services. (Response times are monitored for effects to service delivery).
  2. Increase in fire prevention related complaints responses and follow-ups.
  3. Training requirements are increasing due to lack of support with the closing of the Ontario Fire College.
  4. Fire Safety inspections of existing and new industrial and commercial businesses; school; day care; hotels; motels and the vulnerable occupancy sector which includes retirement homes, long term care homes, residences for people with disabilities, hospital and group homes, restaurants/bars/bistros.
- More working fires - due to senior population and Covid-19

## **Priorities**

### **OPERATIONAL;**

1. Succession planning; Build trust and share initiative and responsibilities.
2. Fire Prevention and Suppression; Medium rise residential building audits. Code compliance and building familiarization.
3. Fire Prevention; Vulnerable Occupancy annual certification.
4. Emergency Management; investigate agreements with outside agencies, activate a Notification system and work with climate specialist to evolve our plan.
5. Training - Suppression and Prevention staff; develop partnerships with other fire services to access hands-on and classroom training.
6. Public education; resume station tours, hold pub-ed events in the committee, resume school tours and events.
7. Suppression staff resume full "Alarms for Life" program.
8. Wellness program. Continue joint PEER support group training and exercises.

### **CAPITAL**

1. Complete a Committee Risk Assessment by the end of 2022
2. Purchase and put into service new bunker gear and Edraulic units buy Q3 2022.

## 2022 Priorities

### Community Based Strategic Plan Items

#### CAPITAL;

1. Put an RFP out for a Community Risk Assessment. mandate by provincial government O.Reg378/18

### Master Plan Priority Projects

#### CAPITAL;

1. Full replacement of all fire fighters bunker gear. End of life.
2. Replace one set of Edraulics (battery operated extrication tools) End of life

#### OPERATIONAL;

1. Extend the summer staff duration to accommodate extra work and help with Deputy Fire Chief's responsibilities as identified in our FIRE Master Plan.

### Continuous Improvement

#### OPERATIONAL;

1. Purchase and operate a Record Management system for all fire related activates. Our current supplier is no longer going to support RMS in 2022. Barrie fire is going to RFP. Hopefully we will be able to join their tender for this service.

Our growth has caused an increase in dispatch fees. 2022 cost per capita is \$2.95 and our new population is 24,900

2022 technical rescue stand-by fees increased

2. Janitorial supply costing has increase due to covid. This is not extra supplies just the cost of existing one.
3. Building maintenance fees have increased. Snow plowing, HVAC all have gone up. HVAC maintenance is up 30%.
4. Purchase an Emergency notification system. Supported by IT.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$15,634</b>	<b>\$18,500</b>	<b>\$112,530</b>	<b>\$18,500</b>	<b>\$18,500</b>	<b>\$0</b>	<b>0.0%</b>
- Government Transfers	\$0	\$0	\$9,900	\$0	\$0	\$0	0.0%
- Non Tax Revenue	\$11,349	\$0	\$67,895	\$0	\$0	\$0	0.0%
- Other	\$4,285	\$18,500	\$34,735	\$18,500	\$18,500	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$5,335,516</b>	<b>-\$5,140,464</b>	<b>-\$4,221,292</b>	<b>-\$5,187,019</b>	<b>-\$5,497,900</b>	<b>-\$310,881</b>	<b>6.0%</b>
- Administrative Expenses	-\$5,986	-\$5,800	-\$4,694	-\$5,800	-\$5,800	\$0	0.0%
- Equipment Related	-\$76,425	-\$65,500	-\$42,708	-\$67,500	-\$67,500	\$0	0.0%
- Financial Expenses	-\$73,483	-\$61,400	-\$73,241	-\$73,680	-\$82,459	-\$8,779	11.9%
- Information Technology and Communications	-\$18,610	-\$17,500	-\$17,591	-\$17,500	-\$17,500	\$0	0.0%
- Long Term Debt Servicing	-\$242,730	-\$243,574	-\$238,043	-\$238,043	-\$238,043	\$0	0.0%
- Operating Expenses	-\$4,073	-\$4,000	-\$1,050	-\$4,000	-\$4,000	\$0	0.0%
- Personnel and Training	-\$82,832	-\$74,500	-\$41,114	-\$74,500	-\$74,500	\$0	0.0%
- Premise and Site	-\$45,881	-\$41,000	-\$40,981	-\$41,000	-\$44,500	-\$3,500	8.5%
- Purchased Services	-\$80,039	-\$81,200	-\$52,884	-\$94,200	-\$112,200	-\$18,000	19.1%
- Salaries and Benefits	-\$4,506,814	-\$4,312,790	-\$3,569,682	-\$4,374,996	-\$4,650,938	-\$275,942	6.3%
- Transfers to Capital	-\$40,000	-\$40,000	\$0	\$0	\$0	\$0	0.0%
- Transfers to Town Reserves and Reserve Funds	-\$100,000	-\$100,000	-\$83,333	-\$100,000	-\$100,000	\$0	0.0%
- Utilities	-\$38,050	-\$41,000	-\$31,234	-\$43,600	-\$42,100	\$1,500	-3.4%
- Vehicle and Fleet Related	-\$20,593	-\$52,200	-\$24,736	-\$52,200	-\$58,360	-\$6,160	11.8%
<b>Grand Total</b>	<b>-\$5,319,882</b>	<b>-\$5,121,964</b>	<b>-\$4,108,762</b>	<b>-\$5,168,519</b>	<b>-\$5,479,400</b>	<b>-\$310,881</b>	<b>6.0%</b>

GL Category	Description	Change Type	2022
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$8,779
- Premise and Site	33% increase to HVAC services, new snow removal contact for 2022, door services up by 15%, All labour costs have increased.	1 - Unavoidable	-\$2,500
	Costs of Janitorial supplies have increased due to Covid	1 - Unavoidable	-\$1,000
- Purchased Services	Increase costs per capita for dispatch \$2.95 per capita. Technical rescue costs increase for 2022. Records management system becomes the responsibility of the partnering town.	2 - Growth	-\$17,500
- Purchased Services	Need to support a notification system annual costs. This was identified with a resent event in town. Purchase and support Satellite communication devices	1 - Unavoidable	-\$500
- Salaries and Benefits	Increase summer staff hours to accommodate requirements for emergency management and identified duties in the Fire Master Plan. This frees up time for admin assistant	3 - Service Enhancement	-\$4,000

GL Category	Description	Change Type	2022
- Salaries and Benefits	COLA	1 - Unavoidable	-\$271,942
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$1,500
- Vehicle and Fleet Related	2 x 2021 YTD	1 - Unavoidable	-\$5,000
- Vehicle and Fleet Related	inflationary adjustment	1 - Unavoidable	-\$1,160

Protective Services – ByLaw

Division Team Leader: Adam Harrod

Division Overview

The purpose of the By-law Enforcement Division (“Division”) is to help protect the public health, safety, and property rights of citizens through timely, consistent and effective enforcement of Town By-Laws and various Provincial Statutes. The Division is also responsible for the Town’s School Crossing Guard Program, Provincial Offence Prosecutions (for all departments and divisions), as well as a variety of animal control duties, functions, and responsibilities. Listed below is a list of some of by-laws and Provincial Statutes that the Division is responsible for enforcing as well as other services/programs that the Division delivers and/or manages/administers:

1. Animal related By-Laws & Provincial Statutes

Dog Owners’ Liability Act

Pounds Act

Prohibited Animal By-law

Responsible Pet Ownership By-law, including proactive patrols of Town parks and trails

Wildlife Feeding By-law

2. Property related By-Laws & Provincial Statutes

Building Code Act (Section 8 (1) and 15.1 to 15.8)

Civic Addressing By-law

Clean Yards By-law

Fence By-law

Heritage District By-law and Plan

Long Grass By-law

Ontario Heritage Act

Property Standards By-law

Standing Water By-law

Zoning By-law

3. Other By-Laws:

Business Licensing By-law

Firearms By-law

Fireworks By-law

Noise By-law

Public Nuisance

Road Occupancy By-law

Sign By-law etc.

Other Services/Programs:

-After hours Animal Control Emergencies (i.e. stray dog, injured dog/cat etc.)

-Coyote Management Plan

-Crossing Guard Program, including hiring and training of new guards

-Enforcement of Emergency Management and Civil Protection Act and Reopening Ontario (A Flexible Response to COVID-19) Act (2020 / 2021)

-Facilitating First Attendance (Informal Parking Ticket Resolution Option)

-Parking meter maintenance and repair, including meter collection

-Pound Facility (contract with the Georgian Triangle Humane Society)

-Private Property Parking Enforcement Program, including training of Private Enforcement Officers (New)

-Provincial Offence prosecutions, including disclosure requests (Building, By-law & Fire)

### Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
6.4	6.6	7.6	9.26	0	9.26

## **Division's Pressures and Trends**

1. Volume of Calls - increase in the # of occurrences year-over-year
2. Limited Staffing Recourses
3. Service Levels / Demands - proactive vs. reactive enforcement, response times
4. Inspections - the extent and complexity of by-law cases and the amount of time it takes to resolve each issue
5. Increase in population - as a result of population growth, we are receiving more and more by-law complaints / requests for service
6. Enforcement - the number of rules / regulations enacted and needing to be enforced
7. Health & Safety - case load, working alone, violence & harassment
8. Reduction in POA fines being collected
9. Court closures and accessibility

## **2022 Priorities**

### **Community Based Strategic Plan Items**

### **Master Plan Priority Projects**

## **Continuous Improvement**

Licensing Program and Compliance Officer (Increased Annual Support by \$13,600 & Contracted Services by \$20,000)



1. The new Licensing Program and Compliance Officer will support the By-law Enforcement Division by, among other things, researching, preparing and reviewing various by-laws, programs, and policies, including creating a new business licensing regime that will regulate, subject to council approval, short-term accommodations, taxi/ride sharing, and other types of businesses. The hiring of this individual will support the following CBSP goal(s): Transparent and Accountable Local Government by enhancing public trust by having staff engage the public on town decisions (i.e., STA) and Support and Manage Growth and Prosperity by enacting and passing by-laws that will support the community's development vision. There has also been an additional \$20,000 that has been earmarked for a STA consultant that could assist the Licensing Program and Compliance Officer in their review of STA options.

By-law Compliance (Increased Advertising by \$1,700)

2. One of the goals of by-law enforcement is to achieve voluntary compliance with town by-laws in most instances and to provide proactive enforcement through optimum solutions as needed to maintain community standards. To achieve this goal, the by-law enforcement division uses various advertising tools/methods (i.e., brochures, flyers, radio ads, social media etc.) to promote new, existing, and/or proposed by-laws. It is anticipated that the by-law enforcement division will need to increase its current advertising budget to achieve the CBSA goal of being a "Transparent and Accountable Local Government" by proactively engaging with the public on town decision, including proposed by-laws.

Additional Support (Increased Clothing/Boots/Uniforms by \$3000.00 and Increased Staff Training by \$3000.00)

3. The by-law division intends to maintain its existing seasonal staff compliment of 4 by-law enforcement officers for the summer months (May - September). These officers help to Enhance Community Well-being and Sustainability by ensuring by-law compliance with various regulations (i.e., Idling By-law, Parking By-law, Open Air Burning By-law etc.) that help preserve the Town's environment. These officers also help enforce other regulatory by-law such as Animal Control and are able to patrol public spaces using bicycles instead of traditional vehicles. This demonstrate that the Town is a Green Leader in its own operation. The additional seasonal by-law officers have resulted in an increase to the Clothing/Boots/Uniforms and Staff Training.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$59,243.00</b>	<b>\$46,100.00</b>	<b>\$28,036.00</b>	<b>\$57,400.00</b>	<b>\$55,750</b>	<b>-\$1,650.00</b>	<b>-2.87%</b>
- Other	\$59,243.00	\$46,100.00	\$27,974.00	\$57,400.00	\$45,750	-\$11,650.00	-20.30%
- Other Municipalities	\$0.00	\$0.00	\$62.00	\$0.00	\$0	\$0.00	0.00%
- Transfers from Town Reserves and Reserve Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$10,000	\$10,000.00	0.00%
<b>Expenses / Expenditure</b>	<b>-\$465,393.59</b>	<b>-\$405,106.00</b>	<b>-\$465,380.47</b>	<b>-\$681,013.00</b>	<b>-\$757,746</b>	<b>-\$76,733.22</b>	<b>11.27%</b>
- Administrative Expenses	-\$2,421.86	-\$3,250.00	-\$1,530.25	-\$2,000.00	-\$2,500	-\$500.00	25.00%
- Equipment Related	\$0.00	\$0.00	-\$1,382.54	-\$2,000.00	-\$2,000	\$0.00	0.00%
- Financial Expenses	-\$7,622.89	-\$6,598.00	-\$7,290.88	-\$7,818.00	-\$8,689	-\$871.00	11.14%
- Information Technology and Communications	-\$13,535.56	-\$9,915.00	-\$10,020.06	-\$9,915.00	-\$18,400	-\$8,485.00	85.58%
- Inter-functional Transfers	-\$15,629.60	\$0.00	-\$31,752.92	-\$26,182.00	-\$26,182	\$0.00	0.00%
- Legal Expenses	-\$457.92	-\$4,000.00	-\$1,818.96	-\$4,000.00	-\$5,000	-\$1,000.00	25.00%
- Operating Expenses	-\$2,165.49	-\$5,660.00	-\$4,509.17	-\$5,660.00	-\$5,900	-\$240.00	4.24%
- Personnel and Training	-\$4,586.65	-\$13,000.00	-\$10,650.32	-\$18,000.00	-\$21,500	-\$3,500.00	19.44%
- Premise and Site	\$0.00	\$0.00	\$0.00	-\$4,005.00	-\$4,005	\$0.00	0.00%
- Purchased Services	-\$26,000.00	-\$29,500.00	-\$26,000.00	-\$69,500.00	-\$59,500	\$10,000.00	-14.39%
- Salaries and Benefits	-\$390,213.58	-\$326,550.00	-\$368,209.30	-\$521,800.00	-\$595,097	-\$73,297.22	14.05%
- Transfers to Capital	\$0.00	\$0.00	\$0.00	-\$3,500.00	\$0	\$3,500.00	0.00%
- Vehicle and Fleet Related	-\$2,760.04	-\$6,633.00	-\$2,216.07	-\$6,633.00	-\$8,973	-\$2,340.00	35.28%
<b>Grand Total</b>	<b>-\$406,150.59</b>	<b>-\$359,006.00</b>	<b>-\$437,344.47</b>	<b>-\$623,613.00</b>	<b>-\$701,996</b>	<b>-\$78,383.22</b>	<b>12.57%</b>

GL Category	Description	Change Type	2022
- Transfers from Town Reserves and Reserve Funds	To support Bylaw Review	1 - Unavoidable	\$10,000
- Other	As a result of COVID-19, fines have been reduced substantially for various reasons (less charges being issued, court closures, reduction in fine amounts etc.). Fines are likely going to continue to be impacted in 2022. Therefore, this amount should be lowered to \$1000 for 2022.	1 - Unavoidable	-\$1,000
	As a result of COVID-19, license fees have been impacted. Among other things, there are less taxi drivers being licensed due to the pandemic. Other licensing fees include, food vendor, transient trader, and taxicab owner fees. While licensing fees may be increased in future years (if the Town regulates more businesses), it is believed that the current trend could see a reduction in fees by as much as \$5,000 in 2022. Listed below is an estimate of the fees that could be collected in 2022:  7 food trucks x \$533 = \$3731.00 70 taxi drivers x \$65 = \$4550.00	1 - Unavoidable	-\$5,000

	28 Taxicab Owners Licences x \$160 = \$4480 Total \$12,761.00		
<b>GL Category</b>	<b>Description</b>	<b>Change Type</b>	<b>2022</b>
	Based on historical data, it is expected that recoveries will remain constant at \$1,000 - \$2,000 per year. Recoveries are presumed to be items like tags sold by GTHS etc.	1 - Unavoidable	-\$1,400
	Less people are licensing their pets for various reasons -- townhall hours, limited enforcement, more life time tags being purchased, no perceived benefit to the purchaser etc. It is expected that there will continue to be a reduction in dog tag purchases until a better system can be put in place (i.e. proactive AC licensing, third party service provider (DocuPet) etc.)	1 - Unavoidable	-\$5,000
	With the additional seasonal by-law enforcement staff in the summer months, it is expected that we could see a slight increase to the amount of Animal Control fines collected/received.	2 - Growth	\$750
- Administrative Expenses	Increase to \$1000 to cover the cost of various supplies.	2 - Growth	-\$500
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$871
- Information Technology and Communications	After speaking with Mike Nancekivell regarding cell phone costs, it was determined that officers could spend up to \$65 month for cell phone fees (\$50 cell phone plan + \$15 cellular connectivity for computers). \$65 month x 4 employees x 12 = \$3120 + tax.	1 - Unavoidable	-\$1,500
	In order to promote compliance with municipal by-laws, it is important that people are aware of the laws / regulations. In order to assist with the goal, the Town tries to promote various by-law / rules though advertising (creating brochures, flyers, radio ads etc.) With the addition of a licensing officer, it is anticipated that the By-law Division may have to increase its advertising budget to promote various activities / by-laws / rules etc.	3 - Service Enhancement	-\$1,700
	Increase to \$4,000 based on current trend >>> Annual Support (CityView) continues to cost more each year.	1 - Unavoidable	-\$1,485
	Increase to \$8,000 based on current trend >>> Annual Support (CityView) continues to cost more each year.	1 - Unavoidable	-\$3,800

GL Category	Description	Change Type	2022
- Legal Expenses	Increase to \$5000 to cover legal expenses (legal opinion, prosecution costs etc.) that may arise as a result of implementing a comprehensive licensing program. Prosecution fees also increased this year.	3 - Service Enhancement	-\$1,000
- Operating Expenses	Increase to \$1000 to cover miscellaneous purchases	2 - Growth	-\$235
	Requesting an even \$2,000 - this account covers things like sand / salt receptacles and other miscellaneous purchases.	3 - Service Enhancement	-\$5
- Personnel and Training	Adding \$3000.00 more to this GL expense account. The By-law Services Division employees 10 staff members (1 supervisor, 3 MLEO III, 1 MLEO II, 4 seasonal officers, and 1 licensing officer). \$5,000 total would allow each employee to spend up to \$500.00 on clothing each year. Similar to employee benefits and salaries, a percentage of clothing should be charged to AC, parking, by-law, and crossing guard. For example, 90% of the seasonal officers job is spent on parking enforcement, so 90% of their clothing should be assigned to parking enforcement instead of by-law.	3 - Service Enhancement	-\$3,000
	In 2020 Council approved a report that recommended, among other things, crossing guard compensation and clothing allowance be increased. In 2021 all existing crossing guards (9) were provided with a new rain coat, a baseball hat, safety sunglasses and other uniform items. As a result of the purchase in 2021, this amount can be lowered to \$6,000.00 for future years. This will ensure that new and existing crossing guard will be able to be supplied with new clothing and uniforms if / when required.  New Stop Sign: \$300.00 per sign New Coat: \$300.00 per coat New Raincoat: \$200.00 per coat Other Items (baseball cap, ice cleats, safety sunglasses etc.): \$100.00 per year	3 - Service Enhancement	\$4,000
	Subscribed to O'Brien's Encyclopedia of Forms on Westlaw Canada (approx. \$1500 per year) -- subscriptions provides access to by-law templates and other expert forms.	3 - Service Enhancement	-\$1,500
	Summer Student Training Costs Approx. \$2000.00/season  # of by-law staff members also increasing by 1 person. Each officer typically gets \$1000 - \$1500/year to attend PD training (conferences, seminars etc.)	2 - Growth	-\$3,000

GL Category	Description	Change Type	2022
- Purchased Services	add back half STA consultant and to cover Taxi Licensing as well as Bylaw full review - \$10k support from Parking Reserve Fund	1 - Unavoidable	-\$30,000
	Remove 2021 one time changes Hire a consultant to advance STA Licensing. Possible deliverables would include educating Council and the public, engage the public, determine STA environment in Collingwood, program costs, and provide an independent recommendation.	1 - Unavoidable	\$40,000
- Salaries and Benefits	Employee Benefits down because crossing guards did not work an entire year because of COVID-19.	1 - Unavoidable	\$0
	<p>In 2020 Council approved a report that recommended, among other things, crossing guard compensation and clothing allowance be increased. As such, crossing guards are now paid 1.5 hrs per shift / 3 or 4.5 hrs per day (depending on the # of shifts - i.e., AM, Lunch, PM). Crossing guard are also entitled to a attendance bonus (up to \$1,000.00 per year) if they have satisfactory attendance. This bonus was intended to eliminate the need for by-law officers to cover vacant crossing guard locations / posts. Math is listed below:</p> <p>\$20 per hour x 3 hrs per day = \$60 per day  \$60 per day x 10 crossing locations = \$600  \$600 x approx. 200 school days = \$120,000 per school year + up to \$10,000 for the attendance bonus.</p>	3 - Service Enhancement	-\$2,060
	<p>In 2020 Council approved a report that recommended, among other things, crossing guard compensation and clothing allowance be increased. As such, crossing guards are now paid 1.5 hrs per shift / 3 or 4.5 hrs per day (depending on the # of shifts - i.e., AM, Lunch, PM). Crossing guard are also entitled to a attendance bonus (up to \$1,000.00 per year) if they have satisfactory attendance. This bonus was intended to eliminate the need for by-law officers to cover vacant crossing guard locations / posts. Math is listed below:</p> <p>\$20 per hour x 3 hrs per day = \$60 per day  \$60 per day x 10 crossing locations = \$600  \$600 x approx. 200 school days = \$120,000 per school year + up to \$10,000 for the attendance bonus.</p> <p>Note: Employee Salaries down because crossing guards did not work an entire year because of COVID-19.</p>	3 - Service Enhancement	-\$16,855
	Salaries and benefits within by-law, animal control, parking, and crossing guard may have to be adjusted based on	1 - Unavoidable	\$0

	percentage of work being performed by each officer (i.e. 40% by-law, 20% animal control, 35% parking, 5% crossing guard). I don't know how to adjust.		
<b>GL Category</b>	<b>Description</b>	<b>Change Type</b>	<b>2022</b>
	COLA	1 - Unavoidable	-\$54,382
- Transfers to Capital	Remove 2021	1 - Unavoidable	\$3,500
- Vehicle and Fleet Related	average	1 - Unavoidable	-\$800
	avg	1 - Unavoidable	\$250
	inflationary adjustment	1 - Unavoidable	-\$1,790

**Police Services**

**Division Team Leader: Police Services Board**

**Division Overview**

The Police Services Act lists five core functions of policing that must be provided by every municipality in Ontario in order to meet the minimum threshold for providing adequate and effective police services, in accordance with the needs of the community. The core functions are:

- Crime Prevention
- Law Enforcement
- Assistance to Victims of Crime
- Public Order Maintenance
- Emergency Response

The municipality has contracted with the OPP to act as the Collingwood Local Police, under the oversight of the Police Services Board.

The municipality is also responsible for providing the infrastructure necessary for the provision of adequate and effective police services.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	0	0	0

This is a contracted service.

**Division’s Pressures and Trends**

Policing costs have been escalating in recent years and vary considerably across the 324 municipalities policed by the OPP. The OPP billing model has been revised based on the principles of fairness and transparency. The Town saw a significant one-time reduction in policing costs for fiscal 2015 and again in 2016. Since then, the Town has experienced increases over the last several years.

Provincial funding over the past 2 years has been received toward the School Resource Officer (\$22,500) (ends in 2021), and for a Court Security and Prisoner Transportation Grant update (\$179,208), offsetting Expenditures. A Ride grant is often received as well and is used to offset the additional OPP time and overtime used to run this program.

There is also funding (not shown) that is donated or due to the sale of unclaimed assets that is used under the authority of the Police Services Board for youth education and other police supports.

## Community Based Strategic Plan Items

## Master Plan Priority Projects

## Continuous Improvements

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$93,250</b>	<b>\$219,000</b>	<b>\$22,385</b>	<b>\$219,000</b>	<b>\$219,000</b>	<b>\$0</b>	<b>0.0%</b>
- Government Transfers	\$52,658	\$67,500	\$13,261	\$67,500	\$67,500	\$0	0.0%
- Other	\$6,859	\$25,000	\$20	\$25,000	\$25,000	\$0	0.0%
- Other Municipalities	\$33,732	\$126,500	\$9,104	\$126,500	\$126,500	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$5,255,664</b>	<b>-\$5,450,134</b>	<b>-\$4,138,551</b>	<b>-\$5,664,655</b>	<b>-\$5,408,219</b>	<b>\$256,436</b>	<b>-4.5%</b>
- Equipment Related	\$0	-\$2,500	\$0	-\$2,500	-\$2,500	\$0	0.0%
- Financial Expenses	-\$11,188	-\$22,500	-\$14,554	-\$23,960	-\$25,004	-\$1,044	4.4%
- Information Technology and Communications	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
- Operating Expenses	-\$14,392	-\$3,500	-\$12,331	-\$3,500	-\$3,500	\$0	0.0%
- Premise and Site	-\$64,438	-\$62,432	-\$49,462	-\$62,432	-\$60,452	\$1,980	-3.2%
- Purchased Services	-\$5,128,397	-\$5,315,702	-\$4,031,141	-\$5,526,163	-\$5,276,163	\$250,000	-4.5%
- Utilities	-\$37,249	-\$43,500	-\$31,063	-\$46,100	-\$40,600	\$5,500	-11.9%
<b>Grand Total</b>	<b>-\$5,162,414</b>	<b>-\$5,231,134</b>	<b>-\$4,116,166</b>	<b>-\$5,445,655</b>	<b>-\$5,189,219</b>	<b>\$256,436</b>	<b>-4.7%</b>

GL Category	Description	Change Type	2022
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$1,044
- Premise and Site	inflationary adjustment	1 - Unavoidable	\$1,980
- Purchased Services	OPP 2022 Costs - see attachment for details	1 - Unavoidable	\$250,000



- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$6,750
	Natural Gas inflation 3%	1 - Unavoidable	-\$1,250

## Conservation Authority

Division Team Leader: Peggy Slama, Director

## Division Overview

The purpose of this Business Plan is to provide for:

1. The Nottawasaga Valley Conservation Authority (NVCA) Operating and Capital Levies, which cover both:
  - a. the Conservation Authority Levy to Municipalities, and
  - b. Collingwood's MOU with NVCA to provide Natural Heritage opinion letters to Council to support Council's Planning Act decisions.

Ontario's 36 Conservation Authorities are created under the Conservation Authorities Act (CAA or the Act) which sets out their mandate as "...to provide for the organization and delivery of programs and services that further the conservation, restoration, development and management of natural resources in watersheds in Ontario" led by municipal appointees from all jurisdictions covered.

CA jurisdictions are not based on traditional governmental borders. Rather they are defined by the specific watersheds they manage, as downstream municipalities are subject to the actions upstream, motivating the Board to act as a whole for the overall greater good.

The CA Levy for each municipality is based on the overall budget divided by factors provided by the Province that reflect the land base in each municipality and the typical taxation rate for the land types in the area (e.g. agricultural land at 0.25% and residential land at 1.0%).

NVCA:

- Has and executes regulatory powers intended to protect people and property from the risk of Natural Hazards – generally paid for by user fees, and Applicants get a Permit directly from the CA
- Provides Flood Forecasting and the operation of NVCA-owned flood control structures such as the Oliver Ford near Sunset Point Park and the Pretty River Dyke, generally paid for by municipal funding (through a capital levy) and provincial grants
- The conservation and management of lands owned or controlled by NVCA including 59 acres in Collingwood, generally paid for by user fees and municipal funding.
- Drinking water source protection under the Clean Water Act - which identifies and sets policies for what can be done near municipal drinking water intakes – paid for by the province.
- Under an MOU with Collingwood, NVCA provides Natural Heritage expert advice to Municipal Planning Decisions – funded by user fees and the municipal levy. For example, in the proposed 2021 budget document the NVCA Planning and Development Department (which delivers both CA Regulatory Permits related to Natural Hazards AND Natural Heritage comment letters developed for Collingwood under MOU) showed that the Department budget totaled \$1,392,396, with \$989,600 paid by developers/users, and \$402,796 funded by watershed municipalities.
- Other Programs and Services that an Authority Board determines are advisable to further its objects, such as conservation education for youth or new Canadians, paid for by user fees, grants and municipalities.

The Town of Collingwood’s proposed 2022 levy contribution is \$270,695 an increase of \$14,382 over 2021. The capital asset levy will be \$14,068. This represents a total of \$284,764 contribution for 2022.

A small portion of the area regulated by the Grey Sauble Conservation Authority extends into the west end of Collingwood, however no Levy is charged.

2. Debenture repayments for the Black Ash Creek Channelization project.

Black Ash Creek expenditures relate solely to debenture payments which will continue until December 9, 2024.

The Black Ash Creek Channelization project was undertaken by the Town to allow for development to occur in the west end of town. The channelization relieved flooding issues in the area and storm water drainage in the Black Ash Creek watershed. The development area is subject to a special area development charge which when received is applied to debenture payments, and they are otherwise paid from taxes.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	0	0	0

**Division’s Pressures and Trends**

The NVCA is an independent Board made up of municipal representatives that determines the amount of levy to be raised from the municipalities in the watershed. The Town representatives are cognizant of the effect any increase in the NVCA budget has on the Town budget.

The proposed NVCA budget is provided annually to Council for at least 30 days to seek input prior to the NVCA Board’s vote on it.

Receiving comments on development applications, stormwater and riverine water studies and construction in a timely manner is important as Collingwood’s development applications continue to be strong.

Building near water is an activity Regulated by NVCA. High Georgian Bay levels and increased short, high intensity weather conditions are causing significant damage to residential and Town owned property and infrastructure. There is a need for NVCA site visits, permit approvals and inspections for the implementation of protection measures. The municipality would benefit from guidelines and recommendations specific to high water levels.

## Community Based Strategic Plan Items

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## Master Plan Priority Projects

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## Continuous Improvement Projects

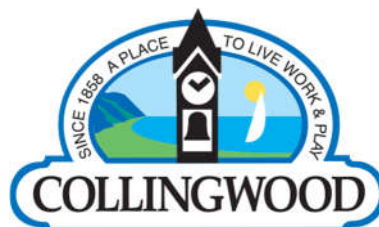
- Renew Natural Heritage advice to Council, to enable Council and staff to carry out Planning Act decisions, as the MOU with NVCA will expire in 2021.
- In alignment with Provincial Regulatory updates, work with NVCA to develop MOUs for any non-mandatory Conservation Authority programs and services desired by the Town.
- Meet 2022 Debenture Payments, including collection from Developers as applicable (\$522,576 in 2021)

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$22,912</b>	<b>\$32,912</b>	<b>\$38,186</b>	<b>\$32,912</b>	<b>\$32,912</b>	<b>\$0</b>	<b>0.0%</b>
- Transfers from Obligatory Reserve Funds	\$0	\$10,000	\$0	\$10,000	\$10,000	\$0	0.0%
- Transfers from Town Reserves and Reserve Funds	\$22,912	\$22,912	\$38,186	\$22,912	\$22,912	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$788,946</b>	<b>-\$790,299</b>	<b>-\$464,054</b>	<b>-\$792,930</b>	<b>-\$807,340</b>	<b>-\$14,410</b>	<b>1.8%</b>
- Long Term Debt Servicing	-\$521,223	-\$522,576	-\$261,288	-\$522,576	-\$522,576	\$0	0.0%
- Operating Expenses	-\$267,723	-\$267,723	-\$202,766	-\$270,354	-\$284,764	-\$14,410	5.3%
<b>Grand Total</b>	<b>-\$766,034</b>	<b>-\$757,387</b>	<b>-\$425,867</b>	<b>-\$760,018</b>	<b>-\$774,428</b>	<b>-\$14,410</b>	<b>1.9%</b>

GL Category	Description	Change Type	2022
- Operating Expenses	Updated NVCA Draft Budget - rcvd 09.28.21	1 - Unavoidable	-\$14,410

# TRANSPORTATION



**Public Works and Engineering**

**Division Team Leader:** Daniel Cole, Manager Public Works  
John Velick, Manager Engineering

**Division Overview**

The Public Works and Engineering portfolio oversees and facilitates capital and maintenance activities for roadways, bridges, sanitary sewers, storm sewers, traffic control, transit, and development engineering review and approval. The division is also responsible for winter road and sidewalk maintenance.

The department is responsible for the effective and efficient delivery of services to residents and businesses in our community with a focus on customer service. Roads and sidewalks are maintained in accordance with Town levels of service and minimum maintenance standards as per O. Reg. 366/18.

Functions of the department can be categorized as follows:

Operations:

- Maintenance of local roads and right-of-ways (trees, ditches, sidewalks, litter pickup)
- Winter control operations, including snow plowing/removal and sanding/salting of both roads and sidewalks
- Installation and maintenance of signage on roadways
- Installation and maintenance of ditching and storm water drainage systems including catch basins, storm sewers, ditches, drainage outlets and storm water management facilities
- Road grading, shoulder repair and dust control on rural roads
- Asphalt patching
- Street sweeping
- Administration and approval of various permits including Road Occupancy, Entrance Way and Oversize Overweight Loads

Traffic:

- Reviewing traffic data

- Streetlight maintenance
- Traffic signal timing and maintenance
- Analysis of traffic control measures, on street parking and other requests
- Traffic signs and pavement markings
- Implementation of Traffic Calming Policy
- Analysis of traffic signal, crosswalk, and stop sign warrants

Development Review

- Review and approval of engineering drawings and reports for all new development
- Inspection of all subdivision and site plan municipal services (storm sewers, roads, curb, sidewalk, grading, sanitary sewer, storm water management, etc.)
- Administrate security reductions and acceptance and assumption of Town assets.

Roads/Sanitary Sewer/Bridge/Infrastructure Management:

- Long range planning of the Town’s road, storm water and sanitary sewer network
- Design and construction of roadways, storm water and sanitary sewer infrastructure
- Environmental Assessments
- Active participant in the capital asset management plan
- Consult and collaborate with NVCA on watershed management

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
32.33	32.33	32.33	32.33	1	33.33

\* Request for 1 Development Engineer.

## Division's Pressures and Trends, including Public Input

### Development Pressures:

Development application review and construction coordination continue to place a significant strain on staff resources. As growth and development continue within the Municipality, service delivery and timing expectations rise as well. Each year, kilometers of roadways are constructed or assumed, along with sidewalks and multi-use trails which need to be added to the department's year-round maintenance inventory.

### Asset Management of aging infrastructure:

Aging infrastructure in the more mature neighborhoods and consideration of proactive asset management measures is an increasing issue. Many stormwater management facilities are coming online, or existing facilities have reached a certain age and significant maintenance is required to begin in the short term. With inflation-related cost increases for construction materials, fuel, and insurance costs, both the operating and capital construction budgets are being impacted. Construction costs have increased because of COVID.

### New Service Pressures:

Addressing the growth-related concerns of the community in terms of servicing, funding asset management and traffic related safety issues is increasing steadily. In striving to achieve the goals of the Strategic Plan, and projects identified in master plans and by the Trails and Active Transportation Advisory Committee, the department is working to increase focus on the implementation and improving active transportation facilities.

### Risk Management:

The Town has seen an increase in insurance claims made against it. As a result, our due diligence in terms of our systems in place has increased demand on our technical staff maintaining these systems. These systems include GPS tracking, sign inventory, winter and summer road patrol, tree inventory, etc. COVID has resulted in modified delivery of frontline operations (split crews/crew rotation/increased vehicle usage) with increased safety measures to protect both municipal workers and residents alike.

### Regulatory:

The Ministry of the Environment, Conservation and Parks (MECP) is requiring a new single regulatory approval for the entire stormwater systems instead of having separate approvals for individual facilities and pipes making up the system. This will create some increased pressures in 2022 to ensure the Town can get the new consolidated approval, but should result in efficiencies in the long term when incorporating minor system modifications and will consolidate reporting requirements.



## **Community Based Strategic Plan Items**

Review of risks for Stormwater, Waste Water (backups and bypasses)

Participation in the Process and Fee Review for Development Approvals, and introduction of a new development Review Engineer/Technologist

## **Master Plan Priority Projects**

Peel Street – Hume to Bush – Development Charge Study, Cycling Plan, Asset Management Plan

High Street - 10th Street to Poplar Sideroad - Development Charge Study, Cycling Plan, Asset Management Plan

Mountain Road Widening - Development Charge Study, Cycling Plan, Asset Management Plan, Active Transportation Framework

Connaught Storm Sewer - Asset Management Plan

3rd St and High – Intersection - Development Charge Study

Bridge Rehabilitation - Asset Management Plan

Guide Rail Repairs - Asset Management Plan

Minnesota Storm Sewer Repair - Asset Management Plan, Active Transportation Framework

Maple Bike Priority Street - Cycling Plan, Active Transportation Framework

Sanitary Renewal Program - Asset Management Plan

Master Storm Water Plan – Phase 2

Sanitary Maintenance and Video Inspections – Asset Management Plan

Asphalt Resurfacing Program - Asset Management Plan

Sidewalk Replacement Program - Asset Management Plan

Traffic Controller Upgrades - Asset Management Program

## **Master Plan Priority Projects**

Catch Basin Grate Replacements - Active Transportation Framework and Assessment Management Plan

## **Continuous Improvements**

Cranberry Trail West Drainage Improvements

Pretty River Channelization

Level of Service Improvements and Policy Updates

Development Standards Update – Support and Manage Growth and Prosperity

Traffic Calming – Enhance Community Well-Being and Sustainability

Crosswalks - Enhance Community Well-Being and Sustainability

Asset Management - Transparent and Accountable Local Government

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$944,197.07</b>	<b>\$1,395,045.00</b>	<b>\$375,171.39</b>	<b>\$1,345,833.00</b>	<b>\$1,900,833</b>	<b>\$555,000.00</b>	<b>41.24%</b>
- Government Transfers	\$159,494.58	\$290,000.00	\$0.00	\$225,000.00	\$665,000	\$440,000.00	195.56%
- Other	\$194,651.31	\$186,710.00	\$78,277.45	\$182,090.00	\$182,090	\$0.00	0.00%
- Transfers from Obligatory Reserve Funds	\$0.00	\$0.00	\$0.00	\$20,000.00	\$20,000	\$0.00	0.00%
- Transfers from Town Reserves and Reserve Funds	\$0.00	\$325,985.00	\$0.00	\$325,985.00	\$325,985	\$0.00	0.00%
- User Charges	\$590,051.18	\$592,350.00	\$296,893.94	\$592,758.00	\$707,758	\$115,000.00	19.40%
<b>Expenses / Expenditure</b>	<b>-\$6,530,656.02</b>	<b>-\$6,735,443.00</b>	<b>-\$4,940,663.87</b>	<b>-\$6,318,931.00</b>	<b>-\$7,473,993</b>	<b>-\$1,155,061.56</b>	<b>18.28%</b>
- Administrative Expenses	-\$8,916.93	-\$7,000.00	-\$13,687.21	-\$10,000.00	-\$3,000	\$7,000.00	-70.00%
- Equipment Related	-\$25,248.31	-\$41,825.00	-\$5,867.30	-\$16,575.00	-\$16,575	\$0.00	0.00%
- Financial Expenses	-\$111,756.65	-\$90,850.00	-\$123,856.22	-\$109,020.00	-\$122,009	-\$12,989.00	11.91%
- Information Technology and Communications	-\$53,662.94	-\$54,235.00	-\$48,892.35	-\$54,235.00	-\$61,685	-\$7,450.00	13.74%
- Legal Expenses	-\$11,388.95	-\$3,000.00	-\$14,239.13	-\$3,000.00	-\$3,000	\$0.00	0.00%
- Long Term Debt Servicing	-\$873,814.01	-\$872,650.00	-\$230,039.12	-\$230,039.00	-\$558,920	-\$328,881.34	142.97%
- Operating Expenses	-\$521,647.32	-\$507,810.00	-\$495,824.07	-\$476,810.00	-\$503,310	-\$26,500.00	5.56%
- Personnel and Training	-\$53,937.73	-\$48,130.00	-\$49,447.11	-\$54,900.00	-\$55,650	-\$750.00	1.37%
- Premise and Site	-\$37,494.81	-\$46,400.00	-\$30,866.64	-\$42,400.00	-\$42,400	\$0.00	0.00%
- Purchased Services	-\$679,599.86	-\$957,700.00	-\$566,600.80	-\$1,016,700.00	-\$1,175,240	-\$158,540.00	15.59%
- Salaries and Benefits	-\$2,952,688.66	-\$3,032,541.00	-\$2,918,933.34	-\$3,254,315.00	-\$3,369,047	-\$114,732.22	3.53%
- Transfers to Capital	-\$86,051.79	-\$145,000.00	\$0.00	-\$110,000.00	-\$155,000	-\$45,000.00	40.91%
- Transfers to Town Reserves and Reserve Funds	-\$588,984.74	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
- Utilities	-\$272,730.10	-\$261,100.00	-\$289,334.26	-\$275,235.00	-\$326,260	-\$51,025.00	18.54%
- Vehicle and Fleet Related	-\$252,733.22	-\$667,202.00	-\$153,076.32	-\$665,702.00	-\$1,081,896	-\$416,194.00	62.52%
<b>Grand Total</b>	<b>-\$5,586,458.95</b>	<b>-\$5,340,398.00</b>	<b>-\$4,565,492.48</b>	<b>-\$4,973,098.00</b>	<b>-\$5,573,160</b>	<b>-\$600,061.56</b>	<b>12.07%</b>

GL Category	Description	Change Type	2022
- Government Transfers	OCIF funded OSIM report	1 - Unavoidable	\$25,000
	OCIF funded Roads Needs Study	1 - Unavoidable	\$80,000
	OCIF funded Minnesota Storm Sewer Debenture	1 - Unavoidable	\$335,000
- Transfers from Obligatory Reserve Funds	Development Standards update	1 - Unavoidable	\$20,000
	Remove 2021 one time changes Increase to transfer from Development Charges to fund update of Engineering Standards.	1 - Unavoidable	-\$20,000

GL Category	Description	Change Type	2022
- User Charges	Development Review Engineer - 70% funded through Review Fees	3 - Service Enhancement	\$80,500
	Update Development Review Engineer recovery	3 - Service Enhancement	\$34,500
- Administrative Expenses	based on actual	1 - Unavoidable	-\$500
	reallocation	1 - Unavoidable	\$7,500
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$12,989
- Information Technology and Communications	Increase due to additional staff	1 - Unavoidable	-\$1,000
	New Development Engineer	3 - Service Enhancement	-\$1,700
	New Phone Development Engineer	3 - Service Enhancement	-\$750
	replacement phones and ipads required	1 - Unavoidable	-\$4,000
- Legal Expenses	increased based on actual and usage. This amount can be removed from the corporate legal account. DC added \$15,000 and JV added another \$5,000.	1 - Unavoidable	-\$20,000
	Legal included in Admin Total Legal	1 - Unavoidable	\$20,000
- Long Term Debt Servicing	Minnesota Storm Sewer Repair - assumed start debenture at July 2022 or 1/2 year at 3.5% over 10 years	1 - Unavoidable	-\$335,454
	Updated to 2022 Debenture Schedule - portion of 2008-139 & all of 2016-087	1 - Unavoidable	\$6,573
- Operating Expenses	\$30,000 Reallocated from 66870	1 - Unavoidable	-\$30,000
	increase rental costs	1 - Unavoidable	-\$2,000
	reallocation	1 - Unavoidable	\$5,500
- Personnel and Training	Increase membership costs and increased staff	1 - Unavoidable	-\$750
- Purchased Services	Biennial bridge inspections required under O. Reg. 472/10.	1 - Unavoidable	-\$25,000

GL Category	Description	Change Type	2022
	Completion of a Roads Needs Study to assist with maturing the AMP for core assets.	1 - Unavoidable	-\$80,000
	contract costs	1 - Unavoidable	-\$1,540
	Increase from AMP	1 - Unavoidable	-\$20,000
	Reallocate to 60650	1 - Unavoidable	\$30,000
	reallocation	1 - Unavoidable	-\$22,000
	Speed Reduction Study	3 - Service Enhancement	-\$40,000
- Salaries and Benefits	Development Review Engineer - covered through Eng Fees	3 - Service Enhancement	-\$115,000
- Transfers to Capital	Remove 2021	1 - Unavoidable	\$110,000
	Tax funded capital projects	1 - Unavoidable	-\$155,000
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	-\$49,525
	Natural Gas inflation 3%	1 - Unavoidable	-\$1,500
- Vehicle and Fleet Related	??	1 - Unavoidable	-\$416,194



**[Transit]**

**Division Team Leader:** Daniel Cole, Manager Public Works  
Kris Wiszniak, Transit Coordinator

**Division Overview**

The transit program provides the administration, management, and facilitation of transit in the Town of Collingwood through its Colltrans Bus Service, Collingwood Blue Mountain Link, and parallel accessible transit.

All major service provisions are completed through third party contracts. Administrative staff time for managing the contracts, coordinating customer concerns, counting fares etc. are not included in this base budget and form part of the respective departments overhead budget (Public Works and Finance) as municipal staff time is not charged or funded against this program.

**Staff Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	0	0	0
This is a contracted service.					

**Division’s Pressures and Trends**

Given the changing needs of the community resulting from growth, development and Covid, transit trends and ridership across the province have changed drastically over the past two years forcing transit authorities to revisit service delivery models and their effectiveness. This includes the social awareness and expectations to provide transit programs that incorporate environmental sustainability.

**2022 Priorities**

**Community Based Strategic Plan Items**

## Master Plan Priority Projects

The current transit service was established in 2006 and the extended contracts will expire as of June 31 2022. As such, a major priority for the transit program will be to source and secure a new service provider and establish a new multi-year contract.

The Transit Service Review and Optimization Study completed in 2021 provided recommendations on alternative service delivery and operations for both conventional and accessible transit services. Changes in Level of Service (LOS) may alter contracts with service providers and the establishment of new contracts may result in increased operational costs.

With the increase of development in the south end and west side of Collingwood we have seen a greater need for transit expansion to service new developments as they move closer to completion. There is also a growing community need and desire for a reliable and committed accessible which will be provided through the new serving contract.

AMP - Bus Replacement Program

## Continuous Improvements

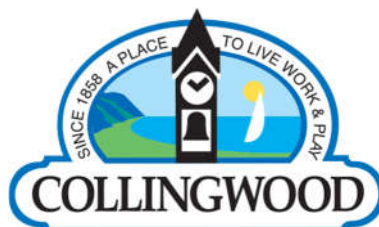
## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$746,711</b>	<b>\$656,263</b>	<b>\$699,565</b>	<b>\$518,763</b>	<b>\$612,263</b>	<b>\$93,500</b>	<b>18.0%</b>
- Government Transfers	\$501,516	\$301,400	\$505,957	\$301,400	\$301,400	\$0	0.0%
- Non Tax Revenue	\$1,052	\$0	\$10,222	\$0	\$0	\$0	0.0%
- Other	\$80	\$0	\$120	\$0	\$0	\$0	0.0%
- Other Municipalities	\$99,552	\$97,863	\$73,061	\$88,863	\$100,863	\$12,000	13.5%
- User Charges	\$144,511	\$257,000	\$110,205	\$128,500	\$210,000	\$81,500	63.4%
<b>Expenses / Expenditure</b>	<b>-\$1,304,950</b>	<b>-\$1,444,127</b>	<b>-\$1,064,944</b>	<b>-\$1,513,192</b>	<b>-\$1,688,963</b>	<b>-\$175,771</b>	<b>11.6%</b>
- Financial Expenses	-\$2,897	-\$4,100	-\$2,670	-\$4,200	-\$4,271	-\$71	1.7%
- Information Technology and Communications	\$0	-\$10,500	\$0	-\$10,500	-\$10,500	\$0	0.0%
- Operating Expenses	-\$29,710	-\$46,000	-\$13,035	-\$46,000	-\$46,000	\$0	0.0%
- Premise and Site	-\$9,513	-\$28,000	-\$102,075	-\$10,925	-\$106,325	-\$95,400	873.2%
- Purchased Services	-\$1,001,751	-\$1,053,353	-\$755,257	-\$1,136,573	-\$1,212,573	-\$76,000	6.7%
- Salaries and Benefits	\$0	\$0	-\$1,313	\$0	\$0	\$0	0.0%
- Utilities	-\$3,961	-\$2,400	-\$3,128	-\$5,220	-\$4,520	\$700	-13.4%
- Vehicle and Fleet Related	-\$257,118	-\$299,774	-\$187,465	-\$299,774	-\$304,774	-\$5,000	1.7%
<b>Grand Total</b>	<b>-\$558,239</b>	<b>-\$787,864</b>	<b>-\$365,379</b>	<b>-\$994,429</b>	<b>-\$1,076,700</b>	<b>-\$82,271</b>	<b>8.3%</b>



GL Category	Description	Change Type	2022
- Other Municipalities	Based on agreement, Blue pays half of net operating impact	1 - Unavoidable	\$23,000
	increase revenue to cover new contract share	1 - Unavoidable	\$9,000
	Reduction to adjustment	1 - Unavoidable	-\$20,000
- User Charges	Adjustment to more realistic amount	1 - Unavoidable	-\$20,000
	Adjustments to more realistic amounts	1 - Unavoidable	-\$27,000
	Remove 2021 one time changes Estimated 50% decrease in revenue due to COVID-19	1 - Unavoidable	\$128,500
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$71
- Premise and Site	Continued Cleaning Extension	1 - Unavoidable	-\$95,000
	inflationary adjustment	1 - Unavoidable	-\$400
- Purchased Services	Increase cost from new contract 2022	1 - Unavoidable	-\$53,000
	Increase costs from new contract in 2022	1 - Unavoidable	-\$23,000
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$900
	Natural Gas inflation 3%	1 - Unavoidable	-\$200
- Vehicle and Fleet Related	avg	1 - Unavoidable	-\$5,000

# SOCIAL HOUSING



Affordable Housing

Division Team Leader: Finance/Clerk's Office

Division Overview

While the title of this Business Plan is Affordable Housing, all the activities and expenditures currently are related to social housing that receives government subsidies.

With access to provincial funding, the Town applied and was ultimately awarded twenty-three units from the Province, which must be rented at 80% of market value. This project did not require capital outlay from the Town, however the Town funnels Federal, Provincial and County funds to the developer, who owns the building.

The Town's expenses relate to uncollectible rents, vacancy costs, property management fees and any damage charges caused by our tenants. Some of the damage charges have been quite significant over the last several years, and particularly in 2021.

The provincial agreements are for 20-year terms. 18 units will come due in 2029 and the other five will expire in 2030. In both cases the leases allow for a move to market rents for any tenant that leases in the last five years of the affordability period.

The Town is subsidizing this Affordable Housing at about \$101K per year, or about \$4,400 per unit per year.

The Town is also providing benefits and carrying substantial risk and some insurance costs related to its ownership of or interests in several other social housing premises.

The Town provides minute-taking for the North Simcoe component of Simcoe County Alliance to End Homelessness (SCATEH).

County / Municipal Mandate for Social Housing

Ontario's Housing Policy Statement, issued under section 5 of the Housing Services Act, provides direction to Service Managers to guide the development of locally relevant housing and homelessness plans and articulates the provincial priorities related to affordable housing, social housing, homelessness prevention and housing for persons with disabilities. Section 6 of the Act requires Service Managers to develop local housing and homelessness plans which must: identify current and future housing needs within an area, include objectives and targets relating to housing needs, describe measures proposed to meet these goals, and describe how progress towards meeting the identified goals will be measured.

The County of Simcoe is designated as the Consolidated Municipal Services Manager (CMSM) for this area [including Collingwood] by the Province of Ontario; as such, it is mandated to plan, fund, and manage the County's social housing system, including services to the cities of Barrie and Orillia.

## Staffing Complement

## Community Based Strategic Plan Items

The Affordable Housing Task Force brought forward recommendations to SIC on November 1st:

- 1) Establish a reserve fund of \$350,000 (initial funding of ~ 1% tax revenues) – tax impact \$350,000 for 2022; **(now included as part of Resolution brought forward on November 17<sup>th</sup> Special SIC)**
- 2) Use a portion of the Land Acquisition Reserve to purchase land and establish a land trust – tax impact \$0 for 2022; (not included in proposed budget)
- 3) Hire an Affordable Housing Planning Specialist (amount not provided) – tax impact estimated at \$80,000 for 2022 - **(included in proposed budget)**.

**Note that additional requests were included by the AHTF such as Development Charge waiving, Property Tax Reductions and CIP plans, at this time these items are not being considered for 2022 as much work will need to be done to calculate the impact and effect of these types of changes.**

## Master Plan Priority Projects

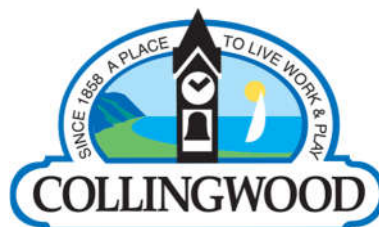
## Continuous Improvements

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$0.00</b>	<b>\$192,320.00</b>	<b>\$191,867.01</b>	<b>\$192,320.00</b>	<b>\$192,320</b>	<b>\$0.00</b>	<b>0.00%</b>
- Rentals and Concessions	\$0.00	\$192,320.00	\$191,867.01	\$192,320.00	\$192,320	\$0.00	0.00%
<b>Expenses / Expenditure</b>	<b>\$0.00</b>	<b>-\$280,560.00</b>	<b>-\$300,847.35</b>	<b>-\$293,060.00</b>	<b>-\$735,060</b>	<b>-\$442,000.00</b>	<b>150.82%</b>
- Financial Expenses	\$0.00	-\$61,600.00	-\$28,805.47	-\$61,600.00	-\$73,600	-\$12,000.00	19.48%
- Operating Expenses	\$0.00	-\$1,000.00	-\$75,366.31	-\$1,000.00	-\$351,000	-\$350,000.00	35000.00%
- Premise and Site	\$0.00	-\$217,960.00	-\$196,412.26	-\$230,460.00	-\$230,460	\$0.00	0.00%
- Purchased Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
- Salaries and Benefits	\$0.00	\$0.00	\$0.00	\$0.00	-\$80,000	-\$80,000.00	0.00%
- Utilities	\$0.00	\$0.00	-\$263.31	\$0.00	\$0	\$0.00	0.00%
<b>Grand Total</b>	<b>\$0.00</b>	<b>-\$88,240.00</b>	<b>-\$108,980.34</b>	<b>-\$100,740.00</b>	<b>-\$542,740</b>	<b>-\$442,000.00</b>	<b>438.75%</b>

GL Category	Description	Change Type	2022
- Financial Expenses	Johnson Apartments - Birch St. add property management fees - \$1000/month.	1 - Unavoidable	-\$12,000
- Operating Expenses	Nov 17 – 2021 – Council requested add from the AHTF recommendations	3 – Service Enhancement	-\$350,000
- Salaries and Benefits	Affordable housing planning specialist – as requested by the AHTF	3 – Service Enhancement	-\$80,000

# PARKS RECREATION & CULTURE



**Administration**

**Division Team Leader: Dean Collver, Director**

**Division Overview**

The mandate of Parks, Recreation and Culture is to promote and facilitate healthy lifestyles, social wellbeing, and inclusion, in Collingwood. We do this by taking a leadership role in developing programs, facilities, and creative partnerships with public and private sector groups who share our desire to provide for a dynamic, inclusive, innovative, and balanced community.

To achieve this mandate, PRC delivers two overarching Programs:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture and Social Connection

The PRC Administration Division provides connectivity and oversight for the four operational divisions of the PRC department. Additionally, the Administration Division acts as a central hub, or pivot, to intersect all areas with a common vision for the department based on Council direction and community input.

The PRC Administration Division is responsible for ensuring resources are coordinated and directed towards key service areas assisting with communication, logistics and administrative functions, budget management support, procurement, report/grant writing, community engagement and research as well as providing an interface with stakeholders on an as-needed basis. Within this portfolio, the PRC Administration Division takes on special projects to further assist in the delivery of resources to support service delivery working collaboratively with key stakeholders to build an inclusive community and just system for all. Work undertaken by the PRC Administration Division to support equity, diversity and inclusion includes the facilitation of the Accessibility Advisory Committee, Unity Collective and Health & Social Service Roundtable.

Overall, the Administration Division supplies a collective vision for PRC as a whole based on Council direction, policy and community needs.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
3.3	3	3	3	0	3

## Division's Pressures and Trends

The PRC Administration Division actively works in partnership with the four operational departments of PRC and the broader corporation.

The key drivers for 2022 include adapting to new expectations that have evolved from departmental Programs. These include an increased focus on Equity, Diversity, and Inclusion, Age-Friendly Initiatives, Barrier Reduction and Social Awareness and Inclusion, and supporting capacity challenges of the four PRC divisions. The unique challenges of the COVID19 pandemic have continued to provide a unique set of challenges with broad operational implications across the department. Resources have been stretched requiring innovative and compassionate responses to safeguard public health, including the mental well-being of community members.

We will continue to work collaboratively with a focus on our core program areas, Active Healthy Living and Community Inclusion through Culture, Art and Social Connection.

The department draws upon the PRC Operational Review, Community Based Strategic Plan, and PRC Master Plan in the development and execution of services. A PRC Master Plan refresh in 2022 will address a rapidly changing landscape in the community caused by growth and the Covid-19 response. Using collective impact departmental staff will continue to work in coordination with local and regional agencies, a model that can be seen as an efficient way to generate municipal outcomes.

Systemic inequities have been highlighted throughout the pandemic period. We continue to build relationships with local and regional organizations through initiatives such as the Unity Collective, Health & Social Service Roundtable, and through community engagement platforms to advance Truth and Reconciliation in our community, advance anti-racism work and reach our more vulnerable populations to reduce barriers to participation in recreation. Participation on Municipal committees (Accessibility Committee, Trails & Active Transportation Committee) and community-based teams (SCATEH, SGB Health Alliance, Collingwood Youth Centre, Leisure Time Club) will further enable the PRC Administrative Division to work collaboratively and in alignment with community needs.

Building upon the work undertaken in 2021, we will explore and implement innovative and creative ways of reaching and engaging the community across age demographics. These efforts will help guide our practice and measure our success.

## 2022 Priorities

### Community Based Strategic Plan Items

#### Public Connections to a Revitalized World-Class Waterfront

- Completion of the SSP Playground update
- Public Realm design exercise for non-private and mixed spaces along Sidelaunch Way/Waterfront
- Re-activate the Shipyards Amphitheater for performances post-Covid
- Completion of the Awen' Waterplay space
- Activation of the Harbourview Park Leasable Space for bicycle, SUP and Kayak rentals
- Resume activation of the Awen' Gathering Space for cultural teachings and connection
- Subject to budget - construction of the Healing Forest
- Participate in review of food truck bylaw to encourage appropriate park usage for food truck attractions



## **Community Based Strategic Plan Items**

### Enhance Community Well-being and Sustainability

- Participate in implementation of the Community Safety and Wellbeing Plan
- Continue to support the evolution of the Unity Collective
- Development of new recreation spaces - Summitview Park, Wilson Sheffield Park
- Build upon past accomplishments regarding accessibility
- Presentation of the Access to Affordable Recreation Policy/Barrier Reduction Policy

### Encourage Diverse Culture and Arts Offerings

- Implement next steps in Collingwood Art Centre Feasibility plan
- Continue to connect PRC event and performance offerings with inclusive cultural opportunities, as well as ensuring that local artists are given the space to expand and develop their practice over a wider social range

## **Master Plan Priority Projects**

Refresh of the 2019 PRC Master Plan in recognition of changing growth landscape, after-effects of the pandemic, staff resourcing, and emerging initiatives and priorities (e.g. inclusion, barrier reduction, elevation of arts consideration, etc)

## **Continuous Improvements**

With the Master Plan refresh we will be viewing a departmental re-org to identify synergies and role responsibilities that need to adapt to a more modern model

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>-\$2,930.00</b>	<b>\$0.00</b>	<b>\$2,989.43</b>	<b>\$0.00</b>	<b>\$0</b>	<b>\$0.00</b>	<b>0.00%</b>
- Donations	\$1,570.00	\$0.00	\$2,989.43	\$0.00	\$0	\$0.00	0.00%
- Other	-\$4,500.00	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
<b>Expenses / Expenditure</b>	<b>-\$584,998.31</b>	<b>-\$605,058.00</b>	<b>-\$518,058.65</b>	<b>-\$622,754.00</b>	<b>-\$892,286</b>	<b>-\$269,532.03</b>	<b>43.28%</b>
- Administrative Expenses	-\$6,240.41	-\$8,200.00	-\$6,996.68	-\$8,200.00	-\$8,200	\$0.00	0.00%
- Equipment Related	-\$577.73	-\$3,000.00	\$0.00	-\$3,000.00	-\$3,000	\$0.00	0.00%
- Financial Expenses	-\$191,172.89	-\$159,970.00	-\$228,763.14	-\$199,464.00	-\$229,836	-\$30,372.00	15.23%
- Information Technology and Communications	-\$2,032.81	-\$2,210.00	-\$1,636.04	-\$2,210.00	-\$1,463	\$747.00	-33.80%
- Inter-functional Transfers	-\$27,449.72	-\$50,000.00	-\$924.88	\$0.00	\$0	\$0.00	0.00%
- Operating Expenses	-\$6,639.81	-\$6,100.00	-\$2,542.14	-\$6,100.00	-\$36,100	-\$30,000.00	491.80%
- Personnel and Training	-\$7,689.34	-\$12,295.00	-\$10,686.17	-\$11,295.00	-\$11,295	\$0.00	0.00%
- Purchased Services	-\$14,357.17	-\$15,000.00	-\$20,901.08	-\$30,000.00	-\$30,000	\$0.00	0.00%
- Salaries and Benefits	-\$328,838.43	-\$348,283.00	-\$245,608.52	-\$362,485.00	-\$372,392	-\$9,907.03	2.73%
- Transfers to Capital	\$0.00	\$0.00	\$0.00	\$0.00	-\$200,000	-\$200,000.00	0.00%
<b>Grand Total</b>	<b>-\$587,928.31</b>	<b>-\$605,058.00</b>	<b>-\$515,069.22</b>	<b>-\$622,754.00</b>	<b>-\$892,286</b>	<b>-\$269,532.03</b>	<b>43.28%</b>

GL Category	Description	Change Type	2022
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$22,872
	Software to meet AODA web standards	1 - Unavoidable	-\$7,500
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$747
- Operating Expenses	Community Safety and Wellbeing Plan Support	3 - Service Enhancement	-\$5,000
	transfer Collingwood Youth center from economic development	1 - Unavoidable	-\$25,000
- Salaries and Benefits	COLA	1 - Unavoidable	-\$9,907
- Transfers to Capital	Tax funded projects	1 - Unavoidable	-\$200,000

**Parks Division**

**Division Team Leader: Wendy Martin**

**Division Overview**

The Parks, Recreation and Culture Department delivers two overarching programs to the community:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture and Social Connection

The Parks Division is responsible for ensuring infrastructure and resources are available and maintained for the Corporation and other divisions to deliver key services and programs with the ultimate outcome of supporting a physically active community that embraces connection, inclusion and belonging.

The Parks Division is responsible for parks, trails, harbour and horticulture. With over 216 acres of parks and open space, 70 kilometres of trails and 122 boat slips the division strives to provide residents and visitors with a safe and beautiful experience as they play in organized or unorganized activities.

The Division maintains existing park amenities (fencing, lighting, buildings and furniture), public waterfronts, public access paths; performs sport field lining for registered sport groups (i.e., baseball, soccer); assists with special event logistics as well as responds to on-demand tasks that must be dealt with in a timely manner for public safety (such as tree removal after a storm or pumping out Heritage Drive when it is flooded).

The Division deals with the public on a continuous basis as well as assists other departments where required. The Parks Division collaborates with the Engineering and Planning Department regarding current and future developments and parkland growth (approx. 20 acres) as there are 10 up and coming subdivisions in various stages of development.

This Division receives user fees including 50% of the paid parking revenue at parks and 100% of boat launch fees, marina fees, and sport team fees for grassed fields (e.g. soccer and baseball).

## Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
19.8	19.8	18.8	20.3	0	20.3

## Division's Pressures and Trends

The Parks Division experienced unexpected challenges with COVID in 2021: reduced staff complement while maintaining expected service levels in most areas, increase in park visitors; increased cleaning, sanitation and garbage pickup; physical distancing between staff working together and between staff and the public; and an increase with assisting other departments and the OPP.

Increased park and harbour usage results in more wear and tear on facilities which results in additional inspections and repairs to maintain to the current standard.

Changing weather patterns has resulted in higher than normal waterfront shore erosion and trail washouts. This has resulted in trail closures and unexpected repairs to keep the facilities safe and accessible where possible.

Managing the logistics of sport field rentals and special event rentals requires more resources to deliver these services while taking away from regular Parks duties.

Managing risk related to the urban forest in parks and along trails requires more staff time as the Emerald Ash Borer has caused the Ash trees to decline and potentially become a hazard.

Labour challenges that are being experienced in our region have resulted in a shortage of staff complement for the past couple of years. Public expectations and growth of residents and visitors to the Town has stretched existing staff resources within the Parks Division.

## 2022 Priorities

### Community Based Strategic Plan Items

#### Public Access to a Revitalized Waterfront

- New splashpad in Harbourview Park
- New inclusive playground in Sunset Point
- Harbourview park leasable space for rentals of non-motorized water sports and bicycles
- Heritage Drive extension of servicing

#### Healthy Living

- Park and trail maintenance and repairs
- Collaborate with Engineering regarding cycling infrastructure

#### Accountable Local Government

- Effectively manage Town assets and equipment
- Continue to follow Town's procurement procedure to ensure fair and equitable purchasing and tendering

#### Culture and the Arts

- Assist with public art installations and integrate public art into every new park

#### Support for Local Growth

- Discover Collingwood interactive signs, Sunset Point Park information and bylaw signs, RT07 wayfinding signs around town and parking lots

### Master Plan Priority Projects

#### Urban Forest Management Plan

- In conjunction with the financial Donor, continue with Canopy Collingwood project and planting new trees throughout Town and in the parks

#### PRC Master Plan

- Design new parks (Summitview, Wilson-Sheffield Park) with consideration of PRC Master Plan recommendations

#### Cycling Plan

- Continue to asphalt recommended cycling routes. Install signage and pavement markings.

#### Downtown BIA Garden Master Plan

- Continue to work with the BIA to implement the recommendations

## Master Plan Priority Projects

### Asset Management Plan

In conjunction with Treasury and GIS, input park assets for long term planning

## Continuous Improvements

Park Use Bylaw

Park Maintenance Standards

Harbour Bylaw

Trail Maintenance Standards

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$261,090.75</b>	<b>\$310,250.00</b>	<b>\$424,491.17</b>	<b>\$395,050.00</b>	<b>\$500,550</b>	<b>\$105,500.00</b>	<b>26.71%</b>
- Donations	\$71,126.71	\$100,000.00	\$60,000.00	\$148,850.00	\$148,850	\$0.00	0.00%
- Government Transfers	\$400.00	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
- Non Tax Revenue	\$4,425.40	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
- Other	\$41,745.00	\$22,100.00	\$36,500.00	\$12,000.00	\$32,000	\$20,000.00	166.67%
- Rentals and Concessions	\$10,569.87	\$90,150.00	\$28,904.56	\$56,700.00	\$56,700	\$0.00	0.00%
- User Charges	\$132,823.77	\$98,000.00	\$299,086.61	\$177,500.00	\$263,000	\$85,500.00	48.17%
<b>Expenses / Expenditure</b>	<b>-\$1,454,630.65</b>	<b>-\$1,903,534.00</b>	<b>-\$1,579,201.93</b>	<b>-\$2,148,741.00</b>	<b>-\$1,953,446</b>	<b>\$195,294.63</b>	<b>-9.09%</b>
- Administrative Expenses	-\$11,263.87	-\$13,900.00	-\$3,763.47	-\$4,500.00	-\$12,500	-\$8,000.00	177.78%
- Equipment Related	-\$26,149.14	-\$32,000.00	-\$25,084.45	-\$28,000.00	-\$28,000	\$0.00	0.00%
- Financial Expenses	-\$16,619.15	-\$21,600.00	-\$10,432.36	-\$17,600.00	-\$17,600	\$0.00	0.00%
- Information Technology and Communications	-\$10,691.80	-\$9,400.00	-\$9,405.25	-\$9,850.00	-\$8,961	\$889.00	-9.03%
- Operating Expenses	-\$48,092.09	-\$55,100.00	-\$52,825.75	-\$47,600.00	-\$47,600	\$0.00	0.00%
- Personnel and Training	-\$11,610.07	-\$23,200.00	-\$20,249.59	-\$19,500.00	-\$19,500	\$0.00	0.00%
- Premise and Site	-\$181,995.31	-\$231,130.00	-\$155,720.92	-\$227,996.00	-\$232,946	-\$4,950.00	2.17%
- Purchased Services	-\$88,773.30	-\$195,000.00	-\$106,445.28	-\$242,850.00	-\$242,850	\$0.00	0.00%
- Salaries and Benefits	-\$823,466.60	-\$1,058,725.00	-\$959,305.61	-\$1,229,656.00	-\$1,210,109	\$19,546.63	-1.59%
- Transfers to Capital	-\$150,000.00	-\$150,000.00	-\$125,000.00	-\$194,979.00	\$0	\$194,979.00	0.00%
- Utilities	-\$43,928.12	-\$64,700.00	-\$45,940.71	-\$72,010.00	-\$66,350	\$5,660.00	-7.86%
- Vehicle and Fleet Related	-\$42,041.20	-\$48,779.00	-\$65,028.54	-\$54,200.00	-\$67,030	-\$12,830.00	23.67%
<b>Grand Total</b>	<b>-\$1,193,539.90</b>	<b>-\$1,593,284.00</b>	<b>-\$1,154,710.76</b>	<b>-\$1,753,691.00</b>	<b>-\$1,452,896</b>	<b>\$300,794.63</b>	<b>-17.15%</b>

GL Category	Description	Change Type	2022
- Other	As per email from Dean - adjustments	1 - Unavoidable	\$20,000
- User Charges	As per email from DC adjustments	1 - Unavoidable	\$50,000
	Sunset Point Park \$200k Total Revenue shared with Parking 60/40 split (so parking covers their costs)	1 - Unavoidable	\$27,500
	trail map artwork and printing	3 - Service Enhancement	\$8,000

GL Category	Description	Change Type	2022
- Administrative Expenses	trail map artwork and printing	3 - Service Enhancement	-\$8,000
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$889
- Premise and Site	for new Awen washroom	1 - Unavoidable	-\$2,000
	inflationary adjustment	1 - Unavoidable	-\$2,950
- Salaries and Benefits		1 - Unavoidable	\$19,546
- Transfers to Capital	Remove 2021	1 - Unavoidable	\$24,979
	Remove 2021 one time changes Increase relates to Waterfront Safety Capital project which is proposed to be funded from the tax base.	1 - Unavoidable	\$20,000
	Waterfront internal loan repaid through Asset Sale Proceeds	1 - Unavoidable	\$150,000
- Utilities	for new Awen waterplay	1 - Unavoidable	-\$2,000
	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$6,660
	Natural Gas inflation 3%	1 - Unavoidable	\$1,000
- Vehicle and Fleet Related	avg	1 - Unavoidable	\$800
	inflationary adjustment	1 - Unavoidable	\$12,030

**Facilities Division**

**Division Team Leader: Mel Milanovic**

**Division Overview**

The Parks, Recreation & Culture Facilities Division provides operational resources to the other divisions within the PRC department.

PRC Department delivers two overarching programs:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture and Social Connection

To support program outcomes including active healthy living, social connection, belonging and inclusion the Recreation Facilities Division is responsible for ensuring resources are available to key service areas that support service delivery.

To operate safe and accessible facilities to encourage active participation and community involvement in a broad range of activities and programs.

Our Recreation Facilities are places where members of the community gather for group activities, social support, public information and generally perform the following functions:

- A place to celebrate various community events
- A place where the community members can socialize
- A place to house local sports clubs and their associated activities
- A place for organized and non-organized sporting events and activities

Recreation Facilities enhance health and wellness, socialization and provide a sense of belonging.

Summary of services provided:

- Maintain safe ice surfaces and refrigeration plants at Eddie Bush Arena, Central Park Arena, Curling Club and the Outdoor Rink
- Provide safe water at Centennial Aquatic Centre and the Awen Water Play Park
- Clean and maintain, at third party facilities; Sailing School & Simcoe Street Theatre



- Maintain heating, ventilation and air conditioning (HVAC) equipment throughout all PRC Facilities
- Comply with regulatory agencies (TSSA, MOL, SMDHU) to ensure that our facilities are safe for patrons to visit
- Maintain 132,113 ft2 of facility space clean and free of hazards and debris
- Special event set up and take down within Facilities
- Assist other divisions/departments when and where possible

## Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
11.7	12.7	14.9	15.9	0	15.9

## Division's Pressures and Trends

With each passing year we recognize, understand, and adapt to the challenges related to maintaining our aging facilities. Our unique fabric covered structures and historic brick and mortar buildings require specialized materials and maintenance. The newer facilities combined with older aging facility infrastructure, creates challenges in maintaining low operational costs while upholding a high level of service, safety, and cleanliness.

One of our largest challenges continues to be staffing our facilities with trained and experienced employees. Two newly hired employees will help with coverage; however, new provincial requirements for verifying visitor vaccine passports creates a new need for additional staff. Increased expectations placed on the division and the extra requirements for liability risk management will always place a strain on staffing.

The continuation of our agreement with the Collingwood Junior "A" Blues team, operating out of the Eddie Bush Memorial Arena, places a sustained increased demand on operations, resources, and expenses at this facility.

After the sprinkler installation this Spring, the Edie Bush Memorial Arena was left without a Low Emissivity Ceiling which delayed the ice installation process by approximately three weeks during a hot and humid August-September. Staff battled the humidity for several weeks until the weather cooled off and allowed them to finish the installation.

Increases in hydro and natural gas rates, combined with delivery charges, will continue to place increased pressure on operating budgets.

COVID-19 mandated facility shutdowns and capacity restrictions, which began in March 2020 and

continue to this day, have led to a decrease in revenues. Facilities staff were redeployed during the winter shutdown to assist with contact tracing at the Outdoor Rink and aid Municipal Law Enforcement. With the fourth wave of COVID-19 currently upon us, capacity restrictions and additional operating procedures required as part of the Reopening Ontario Act, the full affect to our operation and the impact to our financials is uncertain. Capital projects were impacted by the lack of availability and price increases for building materials. In addition, elevated prices, and inventory shortages for essential supplies (such as gloves, disinfectant wipes, cleaning solutions, hand sanitizers, disposable masks, etcetera) lead to increased operational costs above original forecasts.

## **2022 Priorities**

### **Community Based Strategic Plan Items**

#### **Enhance Community Well-being and Sustainability**

Continue to review opportunities to provide diversified services via the recreation facilities in order to accommodate as many modes of healthy living, across the socioeconomic spectrum, as possible

#### **Accountable Local Government**

Ensure that facilities operate in cost effective ways with cost recovery measures being responsible to both user access, as well as the general taxpaying population

### **Master Plan Priority Projects**

The Facility Coordinator position was first identified in the PRC Master Plan organization chart as a role that would assist in the day to day operations of all of our Recreation Facilities. Over the past few years the amount of facilities PRC is looking after has increased from five (Arenas, Pool, Outdoor Rink and Curling Club) in 2015 to eight (Arenas, Pool, Outdoor Rink, Curling Club, Sailing School, Simcoe Street Theatre, Splash Pad) in 2022. This position would allow the supervisor and manager to focus on capital and operating projects, budget preparation, asset management, administrative tasks, reviewing safe operating procedure and staff mentoring. This would allow the coordinator the opportunity to gain valuable experience assisting with the following tasks; weekly, monthly and on call scheduling for facility staff, monitoring contractors on site, ordering cleaning products, coordinating off season cleaning tasks for staff, ice installation, removal and maintenance, special event set up and takedowns, equipment and vehicle maintenance, and perform facility inspection.

### **Continuous Improvements**

1. If we can secure funding through the Community Building Fund – Capital Stream, we would proceed with the tiling of the main pool. This will benefit patron and staff as it will drastically reduce yearly maintenance shutdowns from 6 weeks to 2 weeks. This would allow for additional

## Continuous Improvements

programming and hours for staff. \$450,000.

2. Construction of the equipment storage building at Central Park will allow for equipment and staff to remain safe and secure from the harsh elements brought on by weather. \$350,000.

3. Replacing the old florescent fixtures with new LED lighting will be an improvement that is much needed at the Curling Club. \$70,000.

4. The purchase of a new lithium battery powered truck would allow staff to move material and equipment between facilities. An energy efficient vehicle would compliment our divisions already green fleet. \$90,000.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$345,283.26</b>	<b>\$609,275.00</b>	<b>\$173,148.20</b>	<b>\$574,536.00</b>	<b>\$640,200</b>	<b>\$65,664.00</b>	<b>11.43%</b>
- Non Tax Revenue	\$2,381.86	\$0.00	\$0.00	\$0.00	\$0	\$0.00	0.00%
- Other	\$8,000.15	\$0.00	-\$3,013.32	\$15,000.00	\$15,000	\$0.00	0.00%
- Rentals and Concessions	\$316,867.99	\$578,775.00	\$174,134.82	\$547,036.00	\$592,700	\$45,664.00	8.35%
- User Charges	\$18,033.26	\$30,500.00	\$2,026.70	\$12,500.00	\$32,500	\$20,000.00	160.00%
<b>Expenses / Expenditure</b>	<b>-\$1,962,024.53</b>	<b>-\$2,309,139.00</b>	<b>-\$1,562,584.59</b>	<b>-\$2,369,328.00</b>	<b>-\$2,411,271</b>	<b>-\$41,943.10</b>	<b>1.77%</b>
- Administrative Expenses	-\$5,896.16	-\$10,500.00	-\$4,564.70	-\$9,500.00	-\$9,500	\$0.00	0.00%
- Equipment Related	-\$93,595.81	-\$142,700.00	-\$72,574.27	-\$125,550.00	-\$141,550	-\$16,000.00	12.74%
- Information Technology and	-\$7,086.20	-\$8,300.00	-\$5,035.13	-\$7,800.00	-\$7,607	\$193.00	-2.47%
- Operating Expenses	-\$22,910.60	-\$28,200.00	-\$14,155.16	-\$29,000.00	-\$29,000	\$0.00	0.00%
- Personnel and Training	-\$18,197.30	-\$28,886.00	-\$12,646.94	-\$24,473.00	-\$24,473	\$0.00	0.00%
- Premise and Site	-\$139,280.34	-\$232,450.00	-\$111,071.39	-\$203,000.00	-\$210,300	-\$7,300.00	3.60%
- Purchased Services	-\$20,850.28	\$0.00	-\$14,008.88	-\$23,000.00	-\$23,000	\$0.00	0.00%
- Salaries and Benefits	-\$1,152,712.61	-\$1,247,109.00	-\$955,345.41	-\$1,292,412.00	-\$1,335,946	-\$43,534.10	3.37%
- Transfers to Capital	\$0.00	-\$7,500.00	\$0.00	-\$12,500.00	\$0	\$12,500.00	0.00%
- Utilities	-\$496,477.55	-\$593,364.00	-\$367,981.06	-\$630,863.00	-\$619,315	\$11,548.00	-1.83%
- Vehicle and Fleet Related	-\$5,017.68	-\$10,130.00	-\$5,201.65	-\$11,230.00	-\$10,580	\$650.00	-5.79%
<b>Grand Total</b>	<b>-\$1,616,741.27</b>	<b>-\$1,699,864.00</b>	<b>-\$1,389,436.39</b>	<b>-\$1,794,792.00</b>	<b>-\$1,771,071</b>	<b>\$23,720.90</b>	<b>-1.32%</b>

GL Category	Description	Change Type	2022
- Rentals and Concessions	Estimated ice rental increase	1 - Unavoidable	\$20,000
	Estimated ice rental adjustment for 2022	1 - Unavoidable	-\$800
	Estimated ice rental increase	1 - Unavoidable	\$21,525
	For supporting an inclusive change	1 - Unavoidable	-\$30,000
	Projected rental income increase	1 - Unavoidable	\$500
	Remove 2021 one time changes Estimated decrease in facility revenue due to COVID-19	1 - Unavoidable	\$31,439
	Remove 2021 one time changes Estimated decrease in facility revenue due to COVID 19	1 - Unavoidable	\$3,000
- User Charges	Projected advertising revenue increase	1 - Unavoidable	\$5,000
	Remove 2021 one time changes Estimated decrease in facility revenue due to COVID-19	1 - Unavoidable	\$15,000
- Equipment Related	HVAC PMA	1 - Unavoidable	-\$16,000
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$693
	Replacement phones for CPA & EBMA	1 - Unavoidable	-\$500
- Premise and Site	inflationary adjustment	1 - Unavoidable	-\$7,300
- Salaries and Benefits	COVID-19 - Vaccine Passport check - outside Security would be \$150k - adding Rink Attendants or Operators \$75k	1 - Unavoidable	-\$25,000
	This position is not an additional body, but an upgrade to one of the existing Operator positions. This position would assist in the day to day operations of all of our Recreation Facilities. Over the past few years the amount of facilities PRC is looking after has increased from four (4) to nine (9). This position would allow the supervisor and manager to focus on other important tasks and allow the coordinator role the opportunity to gain valuable experience for personal growth and support internal succession. The position would assist with the following tasks; weekly, monthly and on call scheduling for facility staff, monitoring contractors on site, ordering cleaning products, coordinating off season cleaning tasks for staff, ice installation, removal and maintenance, special event set up and takedowns, equipment and vehicle maintenance, and perform facility inspection. The Coordinator would be in attendance at all special events in the facility,	3 - Service Enhancement	-\$2,500
	COLA	1 - Unavoidable	-\$16,034
- Transfers to Capital	Remove 2021	1 - Unavoidable	\$12,500
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$5,861
	Natural Gas inflation 3%	1 - Unavoidable	\$5,687
- Vehicle and Fleet Related	avg	1 - Unavoidable	\$1,000
	inflationary adjustment	1 - Unavoidable	-\$350

**Recreation Services Division**

**Division Team Leader: Michelle Findlay**

**Division Overview**

**Purpose**

To support program outcomes including active healthy living, social connection, belonging and inclusion the Recreation Services Division is responsible for providing programs that support program outcomes, as well as, work with community groups to assist in providing programs that also support the outcomes.

To provide accessible programs for all ages and abilities to encourage active participation and community involvement.

Our Recreation Programs and those provided by community organizations are activities that allow members of the community to find physical activity and social support. Recreation programs enhance health and wellness, socialization and provide a sense of belonging

Recreation Services Division supports the development of accessible recreational opportunities which respond to diverse and changing community needs through:

- Program Administration
- Recreational Programming
- Centennial Aquatics Centre
- Collingwood Sailing School
- Community Engagement
- Youth Engagement
- Bursary and Legacy Funds
- Community Service Representatives
- Collingwood Sport Alliance
- Additional support for the Parks, Recreation & Culture department, as well as, back-up support for Customer Service at Town Hall as needed

## Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
13.4	13.6	12.6	12.6	0.2	12.8

\* *Request is to utilize PT Hours to convert a Lifeguard to FT position.*

### Division's Pressures and Trends, including Public Input

As pool programming continues to grow in popularity, capacities are stretched in terms of programming gaps, infrastructure and personnel. This is also very enhanced due to the current restrictions/limitations imposed by the COVID-19 pandemic. We are currently experiencing a tough realization of the loss of almost 50% of our staff to post-secondary school. Finding qualified replacement staff is proving to be extremely difficult. As well, finding staff with availability during the daytime proves to also be difficult as we are mostly receiving interest by students with limited availability. This continues to add pressure and will be felt more in the future.

### 2022 Priorities

#### Community Based Strategic Plan Items

Enhance Community Well-being and Sustainability

All Community Recreation services including swim instruction, recreational pool use, therapeutic pool uses, the Sailing School, support services 3rd party recreation providers, all have relevance within this CBSP objective.

#### Master Plan Priority Projects

Access to Affordable Recreation Policy

Barrier Reduction Policy

## Continuous Improvements

The refresh of the PRC Master Plan will help with synergistic alignment of resources and capacities to support departmental and corporate objectives.

High Five Training a priority for all PRC staff.

PerfectMind implementation across PRC and corporation.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$75,028</b>	<b>\$300,350</b>	<b>\$23,851</b>	<b>\$103,925</b>	<b>\$290,350</b>	<b>\$186,425</b>	<b>179.4%</b>
- Donations	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
- Rentals and Concessions	\$23,901	\$13,000	\$10,482	\$3,250	\$13,000	\$9,750	300.0%
- User Charges	\$51,128	\$287,350	\$13,369	\$100,675	\$277,350	\$176,675	175.5%
<b>Expenses / Expenditure</b>	<b>-\$438,680</b>	<b>-\$655,428</b>	<b>-\$295,131</b>	<b>-\$673,702</b>	<b>-\$717,728</b>	<b>-\$44,026</b>	<b>6.5%</b>
- Administrative Expenses	-\$1,159	-\$7,700	-\$1,556	-\$7,700	-\$7,700	\$0	0.0%
- Equipment Related	\$0	-\$3,000	\$0	-\$3,000	-\$3,000	\$0	0.0%
- Financial Expenses	-\$8,807	-\$15,000	-\$5,320	-\$15,000	-\$15,000	\$0	0.0%
- Information Technology and Communications	-\$28,966	-\$37,800	-\$15,913	-\$25,800	-\$30,266	-\$4,466	17.3%
- Operating Expenses	-\$9,615	-\$26,200	-\$3,569	-\$25,200	-\$25,200	\$0	0.0%
- Personnel and Training	-\$3,474	-\$11,100	-\$1,938	-\$7,100	-\$7,100	\$0	0.0%
- Salaries and Benefits	-\$386,660	-\$549,128	-\$266,834	-\$589,402	-\$628,962	-\$39,560	6.7%
- Transfers to Capital	\$0	-\$5,000	\$0	\$0	\$0	\$0	0.0%
- Vehicle and Fleet Related	\$0	-\$500	\$0	-\$500	-\$500	\$0	0.0%
<b>Grand Total</b>	<b>-\$363,652</b>	<b>-\$355,078</b>	<b>-\$271,280</b>	<b>-\$569,777</b>	<b>-\$427,378</b>	<b>\$142,399</b>	<b>-25.0%</b>

GL Category	Description	Change Type	2022
- Rentals and Concessions	Remove 2021 one time changes Estimated decrease in program revenue due to COVID-19	1 - Unavoidable	\$9,750
- User Charges	Remove 2021 one time changes Estimated decrease in program revenue due to COVID-19	1 - Unavoidable	\$176,675
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$534
	Includes Activity Guide	1 - Unavoidable	-\$5,000
- Salaries and Benefits	New FT Lifeguard/Instructor Position	1 - Unavoidable	-\$28,288

GL Category	Description	Change Type	2022
	COLA	1 - Unavoidable	-\$11,272



**Culture and Events**

**Division Team Leader: Karen Cubitt**

**Division Overview**

The Culture & Events Division promotes and develops cultural spaces, events, and resources to support PRC’s two overarching programs:

- Active Living Across the Lifespan
- Community Inclusion through Art, Culture, and Social Connection

The Division consists of four work units: Arts & Culture, Special Events, the Collingwood Museum, and the Simcoe Street Theatre.

The priorities of the Culture & Events Division are guided by the Community Based Strategic Plan, the PRC Master Plan, and the Collingwood Museum Strategic Plan. The Collingwood Museum is also governed by provincial, national, and international standards for community museums.

This Division receives income from Museum admission donations, program fees, image reproductions, research requests, and gift shop sales. The Division also receives income from special event permit application fees, Simcoe Street Theatre rentals, and PRC-hosted event sponsorships, ticket sales, and registration fees.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
8.7	9.6	9.6	9.6	0.1	9.7

*\* Note inclusion for PT Event Rep to FT in budget - \$7.6k.*

**Division’s Pressures and Trends, including Public Input**

The Culture & Events division continues to strive for recognition of the importance of the “soft service” activities in a vibrant and desirable community. As fiscal challenges often affect the “soft services” first, it is important to recognize the value of Culture, Arts and Heritage within the context of a growing community and the vision set forth by the Community Based Strategic Plan. The CBSP vision includes “offering residents and visitors a lifestyle of healthy activities in beautiful and safe settings” and fostering “an inclusive multi-generational artful community with strong civic pride”, both of which drive the goal to “encourage diverse culture and arts offerings”. Woven throughout is the commitment to inclusion, equity, and diversity.

The pressures specific to the 2022 work plans of the Culture & Events Division relate to the continuing public health crisis and the degree to which cultural programming and events can be offered in the ideal, in-person setting. The division is prepared to respond according to the limitations and opportunities of the day as it did in 2020 and 2021. During the pandemic, the Culture & Events division created and delivered a significant amount of digital and virtual programming. Following the pandemic, there will be an expectation that a degree of digital programming would continue to supplement traditional in-person programming to broaden audience access and inclusion.

## **2022 Priorities**

### **Community Based Strategic Plan Items**

CBSP: "Carry out a feasibility study for an arts centre and/or recommended supports"

- Proceed with the next steps recommended in the 2021 Arts Centre Feasibility Study in order to narrow in on the ideal scope of Arts Centre to present to Council for consideration in the longer term.

CBSP: "Encourage a vibrant, strong and self-directed local arts and culture community"

- Bring back the Creative Collingwood Symposium in 2022 and explore a series of shorter, more informal "creative conversations" and how they might intersect with the Community Recreation & Culture Grant program.

CBSP: "Promote public viewing of arts and culture"

- Manage the Tremont Plaza Public Art project through to fabrication, installation, and unveiling in 2022.

- Complete the Heading Dockside mural replacement project pending finalized location renovations.

CBSP: "At least 6 times per year, provide Town- or Library-led displays, events, or festivals celebrating and welcoming Collingwood's ethnic diversity"

- Seek grant opportunities to fund programming and events that support National Day of Truth and Reconciliation and On The Land We Love programming in support of Canadian Multiculturalism Day and National Indigenous Peoples Day alongside Canada Day.

- Increase PT Event Representative hours to FT to support the continuation of several digital enhancements to departmental programming and events. These were originally created out of necessity during Covid but will continue to result in more widely accessible and inclusive programming post-pandemic.

CBSP: "Annually include public arts and culture activities in workplans, including (but not necessarily)...Music Lab Showcasing"

- Resume L&O Music Lab series and an L&O concert series which should include industry Q&A sessions for local artists.

## Master Plan Priority Projects

- Explore ways to better automate the Special Event Permitting process to make it more efficient and user-friendly.
- Continue to refine the Community Recreation & Culture Grant process to better reflect departmental objectives and the corporate commitment to equity, diversity, and inclusion.

## Continuous Improvements

- Complete minor brick repairs required at the Museum
- Complete the final phase of Museum Gallery Retrofit project focusing on case replacement and interactive components
- Replace two interpretive history panels at the harbour that reached the end of their lifespan in 2020

In 2022, the Culture & Events Division will strive to:

- Deliver arts and culture programs and activities that support artistic expression, public art, and creativity as a means of building community inclusion; contribute to the Equity, Diversity and Inclusion series of initiatives; support the work plan of Collingwood's next Poet Laureate; and resume the Annual Creative Collingwood Symposium.
- Utilize the Simcoe Street Theatre as an incubator for social connection, providing affordable rehearsal, performance, recording, and broadcasting space within the community, supporting emerging artists and musicians through its emerging artist subsidy program, and facilitating a number of Collingwood Live & Original Music Initiative programs that provide opportunities for musicians to connect, collaborate, and cultivate their craft.
- Produce a roster of community events that foster inclusion and active living across the lifespan, including but not limited to The Art of Winter Festival, International Women's Day celebrations, On The Land We Love, Sidelaunch Days, and the Collingwood Art Crawl.
- Administer the Special Event Permitting process facilitating safe and successful third party special events occurring on municipal property, adapted according to the public health guidelines of the day.
- Offer engagement opportunities at the Collingwood Museum for community members and visitors while striving to attract diverse audiences through new platforms and partnerships; continue to update exhibits to create meaningful interactions and contemplative onsite experiences; assess and research existing and new collections; and address the Collections backlog.

## Operating Budget Details

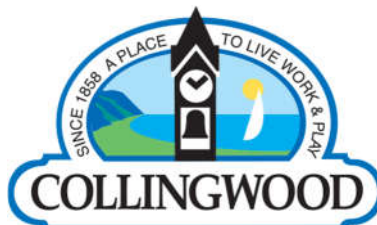
	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$68,666</b>	<b>\$80,302</b>	<b>\$78,087</b>	<b>\$64,029</b>	<b>\$117,779</b>	<b>\$53,750</b>	<b>83.9%</b>
- Donations	\$2,841	\$6,000	\$3,401	\$3,000	\$4,000	\$1,000	33.3%
- Government Transfers	\$49,859	\$21,996	\$39,369	\$31,246	\$31,246	\$0	0.0%
- Other	\$639	\$1,000	\$0	\$1,000	\$51,000	\$50,000	5000.0%
- Rentals and Concessions	\$3,124	\$29,846	\$2,287	\$16,423	\$16,423	\$0	0.0%
- User Charges	\$12,202	\$21,460	\$33,029	\$12,360	\$15,110	\$2,750	22.2%
<b>Expenses / Expenditure</b>	<b>-\$981,405</b>	<b>-\$1,137,298</b>	<b>-\$747,988</b>	<b>-\$1,087,963</b>	<b>-\$1,178,449</b>	<b>-\$90,486</b>	<b>8.3%</b>
- Administrative Expenses	-\$3,735	-\$8,643	-\$4,840	-\$8,360	-\$8,360	\$0	0.0%
- Equipment Related	-\$15,626	-\$26,650	-\$8,415	-\$25,650	-\$27,350	-\$1,700	6.6%
- Financial Expenses	-\$13,942	-\$15,496	-\$12,404	-\$15,314	-\$18,613	-\$3,299	21.5%
- Information Technology and Communications	-\$27,732	-\$28,840	-\$32,815	-\$35,960	-\$35,845	\$115	-0.3%
- Operating Expenses	-\$31,593	-\$57,880	-\$36,076	-\$61,730	-\$103,330	-\$41,600	67.4%
- Personnel and Training	-\$9,316	-\$15,331	-\$4,270	-\$14,246	-\$14,246	\$0	0.0%
- Premise and Site	-\$70,897	-\$61,400	-\$48,173	-\$65,960	-\$86,705	-\$20,745	31.5%
- Purchased Services	-\$72,322	-\$136,771	-\$39,803	-\$128,971	-\$143,971	-\$15,000	11.6%
- Salaries and Benefits	-\$637,043	-\$682,887	-\$540,355	-\$698,432	-\$708,589	-\$10,157	1.5%
- Transfers to Capital	\$0	-\$75,000	\$0	-\$3,500	-\$3,500	\$0	0.0%
- Transfers to Town Reserves and Reserve Funds	-\$80,000	-\$5,000	-\$4,167	-\$5,000	-\$5,000	\$0	0.0%
- Utilities	-\$19,199	-\$23,400	-\$16,671	-\$24,840	-\$22,940	\$1,900	-7.6%
<b>Grand Total</b>	<b>-\$912,739</b>	<b>-\$1,056,996</b>	<b>-\$669,902</b>	<b>-\$1,023,934</b>	<b>-\$1,060,670</b>	<b>-\$36,736</b>	<b>3.6%</b>

GL Category	Description	Change Type	2022
- Donations	Anticipated increase in donations as covid restrictions loosen.	2 - Growth	\$1,000
- Other	grant required for truth reconciliation day	3 - Service Enhancement	\$25,000
	grant revenue to cover new items below: Additional resources required to expand programming in support of Canadian Multiculturalism Day, National Indigenous Peoples Day, and World Environment Day (celebrated as On The Water We Love in 2021) Finance note: this will need to be grant dependent in order to proceed	3 - Service Enhancement	\$25,000
- User Charges	Increased sales expected from two new promotional tshirts	3 - Service Enhancement	\$2,500
	Proposed increase based on historic average	2 - Growth	\$250
- Equipment Related	HVAC Preventative Maintenance	1 - Unavoidable	-\$1,700

GL Category	Description	Change Type	2022
- Financial Expenses	Anticipate local Katano Sister City group will request annual funds following Covid.	1 - Unavoidable	\$1,000
	Inflationary increase	1 - Unavoidable	\$1,299
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$115
62150	Decrease based on historic trend. Offset by increase to Program Supplies.	1 - Unavoidable	\$1,000
62250	Two additional promotional shirts proposed for 2022. Offset by increased revenue from shirt sales.	3 - Service Enhancement	-\$1,000
- Operating Expenses	Additional resources required to expand programming in support of Canadian Multiculturalism Day, National Indigenous Peoples Day, and World Environment Day (celebrated as On The Water We Love in 2021) Finance note: this will need to be grant dependent in order to proceed	3 - Service Enhancement	-\$10,000
	Annual hosting fee for Past Perfect Online	3 - Service Enhancement	-\$600
	Increase based on historic trend. Offset by decrease in Promo, Publicity & Marketing.	1 - Unavoidable	-\$1,000
	Indigenous Collections Advisor Services	3 - Service Enhancement	-\$5,000
	Resources required to provide annual programming and events in commemoration of National Truth and Reconciliation Day and year-round activities that support reconciliation. Grant dependent	3 - Service Enhancement	-\$25,000
- Personnel and Training	Decrease based on historic trend. Offset by increase to Courses and Workshops	1 - Unavoidable	\$1,000
	Increase based on historic trend. Offset by decrease in Dues, Fee, Memberships.	1 - Unavoidable	-\$1,000
- Premise and Site	5% increase to janitorial contract	1 - Unavoidable	-\$645
	5-year roof maintenance and repair contract	1 - Unavoidable	-\$3,500
	inflationary adjustment	1 - Unavoidable	-\$4,400
	Replacement lights on building	1 - Unavoidable	-\$2,200

GL Category	Description	Change Type	2022
	Snow removal contract	1 - Unavoidable	-\$10,000
- Purchased Services	Additional resources required to expand programming in support of Canadian Multiculturalism Day, National Indigenous Peoples Day, and World Environment Day (celebrated as On The Water We Love in 2021) Finance note: this will need to be grant dependent in order to proceed	3 - Service Enhancement	-\$15,000
- Salaries and Benefits	Increase as a result of moving PT Event Representative to FT to maintain current service levels at the Theatre, to meet demands of arts and culture sector, and to further the PRC master plan objectives related to arts and culture.	2 - Growth	-\$8,961
	COLA	1 - Unavoidable	-\$1,196
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$1,900

# PLANNING AND DEVELOPMENT



**Planning**

**Division Team Leader: Summer Valentine, Director**

**Division Overview**

The Planning Services Division guides, regulates and makes recommendations regarding community growth and development in a manner that protects the environment, contributes to a vibrant economy, enhances quality of life, promotes a complete community, and involves the public in decisions that affect them. With strong links to the Building Services and Economic Development Divisions, the Planning Services team works toward delivering strong, healthy and sustainable development on the ground in a way that supports the potential of all individuals in our community to reach their full potential.

Planning Services staff process all applications for development including Official Plan Amendments (OPA), Zoning By-law Amendments (ZBA), Subdivisions, Condominiums, Site Plan Approval (SPA), Committee of Adjustment (i.e. Consent, Minor Variance, Rights-of-Way, etc.) and any other related Planning Act applications submitted to the Town. Staff guide these applications through the review and approval review process from pre-consultation through to the building permit stage, including evaluation of the planning merits, recommendations to Committee/Council, and hearings before the Ontario Land Tribunal (formerly the Local Planning Appeal Tribunal).

The development review and approvals process is supported by a robust policy regime. While land use planning policy is Provincially-led, the Planning Services Division is responsible for the update of the Town’s Official Plan, Downtown Heritage Conservation District Plan, Urban Design Manual, Zoning By-law, and other related policy and implementation documents as local, regional and Provincial trends and priorities evolve. The Planning Services Division also supports the Town’s Heritage Committee, including the review and issuance of heritage permits. Further, the Planning Services Division leads or participates in special projects or studies, may of which may be corporate in nature, and monitors Provincial/County policy and legislative changes, providing feedback through Council.

The Planning Services Division programs are considered mandatory functions.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
7	7	7	8	0	8



## Division's Pressures and Trends

One of the key objectives of the Town's Community Based Strategic Plan is the update of the Town's land use and regulatory framework. This encompasses a number of key documents, bylaws, procedures and various other matters, outlined below as pressures and trends impacting the Planning Services workflow.

### Official Plan Update

The Town's Official Plan is being updated to align more closely with the community vision, incorporate emerging or changing trends, implement legislative or policy changes at the County or Provincial level, and to generally create a more streamlined and user-friendly document. In 2020, at the direction of Council, staff retained a consultant and initiated an update to the Town's Official Plan. The targeted completion of the Official Plan Update is in mid 2022 for consideration of adoption by Town Council, after which it will be forwarded to the County for review and final approval. After approval, the plan will be subject to an appeal period. In 2022, funds have been budgeted for the legal costs related to possible appeals. If appeals arise, significant diversion of staff resources would be expected and the ability to deliver on other commitments and timelines may be compromised.

### Council Initiated Updates

At the same time as the Town is updating and completing the review of its Official Plan, the County is conducting a Municipal Comprehensive Review (MCR). An MCR is term used by the Province to describe the various technical studies that are conducted in advance of the preparation and adoption of County-wide Official Plan Amendment to implement the Growth Plan for the Greater Golden Horseshoe and other Provincial Plans including, among other matters, planning to the 2051 growth horizon. To comply with the legislated requirements the County must adopt the associated Official Plan Amendments by July 1, 2022. The local municipalities within the County are required to amend their respective Official Plans to conform to the County's plan by July 1, 2023. In order to conform with the County Official Plan as updated by the MCR, additional amendments to Collingwood's Official Plan will be required before the deadline. Additional costs to complete the required amendments have been budgeted for in 2022 and further funds may be required in 2023.

### Zoning Bylaw review

The Town's Zoning Bylaw requires review of its structure and content to:

- fulfill the related community based strategic plan goals and objectives
- address legislative change at the Provincial level
- meet the changing needs of the community
- implement the policies in the Official Plan

The project is expected begin in 2022 following Collingwood Council's adoption of the Official Plan, with the remainder of the update to be completed after County approval of the Plan, likely into 2023 and possibly beyond. Various content related issues emerge with sufficient frequency that the current Zoning Bylaw is triggering unnecessary delays or lengthening of development review and approval processes.

#### Interim Control By-law and Land Use Study

An Interim Control By-law (ICBL) is a tool available under the Planning Act to place a temporary pause on specified types or locations of development while a municipality is studying or reviewing its land-use policies. Collingwood's ICBL generally restricts development that does not already have a building permit, however, there were exemptions provided for minor projects and major developments that were shovel ready and that met a set of evaluation criteria based on maximizing community benefits.

In 2021, a Planning Consultant was engaged to carry out a Land-Use Planning Policy Study, which will include background research, further analysis of issues and challenges, public consultation, options analysis, and recommendations. The study will include any required changes to the Town's land use planning policies and/or regulatory framework resulting from water and wastewater servicing capacity limitations. Further, it will reinforce the strong link between a growth management framework and water and wastewater servicing capacity constraints within the Town to deliver upon the Town's Community-based Strategic Plan priorities. The project completion is expected in early 2022. Following the project, staff resources will be required for implementation of the approved capacity allocation program.

#### Current Development and Ontario Land Tribunal Activity

The high complexity, continuous evolution of policy frameworks at all levels of government, and volume combined with the shortened Planning Act timeframes associated with development applications is leading to unprecedented staffing pressures and more Ontario Land Tribunal Appeals than ever before. Many projects represent infill in existing established neighborhoods or are on lands with significant constraints, where agency and public engagement requirements are elevated and the technical issues raised are often equally complicated. All staff are carrying labour intensive files, along with policy projects, resulting in overtime requests and capacity limits for any discretionary assignments. While improving processes may result in streamlining and efficiencies, if development and OLT trends continue, additional resources (including outside legal counsel) may be required. The 2022 budget includes an increase for OLT-related legal expenditures in line with 2021 actuals.

#### Development Process and Fees Review

Town staff recognize the need to improve the development process to address community expectations, enhance customer service, achieve efficiencies, work more collaboratively with other Town Divisions and outside agencies, and provide clarity to the development industry. This project is to be undertaken concurrently Engineering and Public Works and Building Services Divisions, to begin in 2022. The review will also confirm the full cost of application processing and provide recommended fee revisions to Council.

#### Participation in Corporate Initiatives and Studies

The Planning Services division is frequently called upon to lead or participate in corporate

initiatives or studies. Some examples include response to and implementation of the recommendations of the Affordable Housing Task Force such as the preparation of a Community Improvement Plan and participation in the Public Realm Plan to enhance and refine the Waterfront Mater Plan. These initiatives do not correspond to budget requests in the Planning Services Division, but do result in significant resource commitments.

### **Community Based Strategic Plan Items**

Official Plan Update - Required to implement Community Based Strategic Plan and to meet Planning Act requirements - \$60,000 required to complete in 2022.

Council Initiated Amendments - Required to implement Community Based Strategic Plan and to meet Planning Act requirements for Town implementation of the County of Simcoe MCR - \$20,000.

Zoning Bylaw Review - Required to implement Community Based Strategic Plan and to meet Planning Act requirements - \$50,000 in 2022 and \$50,000 in 2023.

Interim Control By-law and Land Use Study - Required to implement Community Based Strategic Plan and to improve service levels - \$40,000 required to complete in 2022.

Development Process and Fees Review - Required to implement Community Based Strategic Plan and to improve service levels - \$85,000.

Official Plan Update - Required to implement Community Based Strategic Plan and to meet Planning Act requirements - \$60,000 required to complete in 2022.

Council Initiated Amendments - Required to implement Community Based Strategic Plan and to meet Planning Act requirements for Town implementation of the County of Simcoe MCR - \$20,000.

Zoning Bylaw Review - Required to implement Community Based Strategic Plan and to meet Planning Act requirements - \$100,000.

Interim Control By-law and Land Use Study - Required to implement Community Based Strategic Plan and to improve service levels - \$40,000 required to complete in 2022.

### **Master Plan Priority Projects**

**Continuous Improvements**

Development Process and Fees Review - Required to implement Community Based Strategic Plan and to improve service levels - \$85,000.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$164,160</b>	<b>\$152,200</b>	<b>\$87,688</b>	<b>\$152,200</b>	<b>\$152,200</b>	<b>\$0</b>	<b>0.0%</b>
- Other	\$4,600	\$15,000	\$4,929	\$15,000	\$15,000	\$0	0.0%
- User Charges	\$159,561	\$137,200	\$82,759	\$137,200	\$137,200	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$1,028,203</b>	<b>-\$1,238,843</b>	<b>-\$889,480</b>	<b>-\$1,416,269</b>	<b>-\$1,488,024</b>	<b>-\$71,755</b>	<b>5.1%</b>
- Administrative Expenses	-\$1,989	-\$10,000	-\$2,038	-\$6,500	-\$6,500	\$0	0.0%
- Equipment Related	-\$18	-\$4,650	-\$1,730	-\$4,650	-\$4,650	\$0	0.0%
- Financial Expenses	-\$5,364	-\$14,560	-\$4,837	-\$15,372	-\$25,452	-\$10,080	65.6%
- Information Technology and Communications	-\$12,263	-\$21,000	-\$15,120	-\$31,270	-\$28,357	\$2,913	-9.3%
- Inter-functional Transfers	-\$32,000	-\$32,000	-\$25,455	-\$30,545	-\$30,545	\$0	0.0%
- Legal Expenses	\$0	\$0	\$0	\$0	-\$25,000	-\$25,000	0.0%
- Operating Expenses	-\$64,931	-\$28,500	-\$33,413	-\$27,500	-\$102,500	-\$75,000	272.7%
- Personnel and Training	-\$5,598	-\$16,300	-\$1,352	-\$31,300	-\$29,225	\$2,075	-6.6%
- Premise and Site	-\$11,420	-\$10,700	-\$7,705	-\$10,705	-\$10,705	\$0	0.0%
- Purchased Services	-\$116,420	-\$364,000	-\$73,320	-\$367,000	-\$245,000	\$122,000	-33.2%
- Salaries and Benefits	-\$773,797	-\$731,086	-\$722,200	-\$885,052	-\$975,890	-\$90,838	10.3%
- Utilities	-\$4,402	-\$6,047	-\$2,310	-\$6,375	-\$4,200	\$2,175	-34.1%
<b>Grand Total</b>	<b>-\$864,043</b>	<b>-\$1,086,643</b>	<b>-\$801,793</b>	<b>-\$1,264,069</b>	<b>-\$1,335,824</b>	<b>-\$71,755</b>	<b>5.7%</b>

GL Category	Description	Change Type	2022
- Financial Expenses	Anticipated costs in 2021 business plan, OP updates required in association with the County MCR	2 - Growth	-\$9,500
	Inflationary increase	1 - Unavoidable	-\$580
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$2,913
- Legal Expenses	Legal costs not associated with OMB/OLT, funds shifted from consulting fees (52750) to better reflect expenditure type and increased from \$19,000 to \$25,000 to reflect 2021 actuals	2 - Growth	-\$25,000
- Operating Expenses	Includes legal and consulting fees for OMB/OLT related matters, increased by \$80,000 to reflect 2021 actuals, recognize ongoing appeals will carry over to 2022, additional appeals are anticipated including of the new OP	2 - Growth	-\$80,000
	Reduce to \$0, not expenditures in 2020 or 2021	3 - Service Enhancement	\$5,000
- Personnel and Training	Accounts for increased membership fees and additional staff member - Manager of Planning	2 - Growth	-\$225

GL Category	Description	Change Type	2022
	Costs shifted to Staff Training 66700 to simplify	3 - Service Enhancement	\$6,300
	Increase cost to reflect actuals and full staff complement, anticipates in person conferences for 2022, costs reduced in courses and workshops and staff training to offset	2 - Growth	-\$7,000
	Reduced to reflect 2021 actuals	3 - Service Enhancement	\$3,000
- Purchased Services	Add Zoning By-law Update back in as a one-time expense to meet goals of CBSP	2 - Growth	-\$100,000
	Move to Consulting Fees not true studies	1 - Unavoidable	\$10,000
	One time cost to complete Official Plan Review, supports CBSP initiative to update land use planning policies and regulatory framework, sufficient funds to also cover ICBL land use study costs 2022	3 - Service Enhancement	\$50,000
	Part of Zoning Bylaw transferred to 2023	1 - Unavoidable	\$50,000
	Remove 2021 one time changes Required to implement Community Based Strategic Plan, meet community needs, implement legislative changes and coordinate with the outcomes of the Official Plan	1 - Unavoidable	\$100,000
	Remove cost for 2022, shifted to Legal (57600) to better reflect nature of expenditure	2 - Growth	\$19,000
	Simplify accounting of OMB related costs, decrease category to \$0, funds moved to OMB Costs Regular Business (60550)	3 - Service Enhancement	\$3,000
	Transfer from Studies	1 - Unavoidable	-\$10,000
- Salaries and Benefits	COLA	1 - Unavoidable	-\$90,838
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$1,802
	Natural Gas inflation 3%	1 - Unavoidable	\$373

**Economic Development**

**Division Team Leader:** **Summer Valentine, Director,  
Brennan Kenny, Manager  
Economic Development**

**Division Overview**

Economic Development exists to service any business that interacts with the community of Collingwood, be it a local, existing business, a new entrepreneur looking to start a venture, or a business owner from outside of the community (for example, the GTA) looking to relocate to the area.

The new 5 year Economic Development Action Plan was adopted in 2020, and will run until 2025. The plan zeroes in on just three goals—those that will best help drive economic success in Collingwood:

1. Make Collingwood a Hub for Sustainability & Innovation
2. Promote Collingwood as a Great Place to Live & Work
3. Ensure Collingwood Is Investment-Ready

Our core service is to provide advice, access to resources, and mentorship to those who seek out our services. We also invest significantly in promotion to ensure brand awareness and lead generation for our services. We proactively build relationships with our business stakeholders over time to ensure we can provide the most up-to-date services for their needs, and share information on trends, events, funding programs, and other resources on an ongoing basis.

We are not transactional in nature, where a client interacts with us for a short period of time or purchases a good; we are instead relationship-based, where it's not irregular for some clients to take several years to reach out for support for the very first time, or where there are multiple touchpoints and interactions over a long period of time for others.

Economic Development also continues to play a major role in COVID-19 recovery, delivering information (weekly newsletter) and programming (events, advice, and access to financial programs) to the local business community to support their reopening and transition efforts.

The team also plays a role in the due diligence process, aiding businesses and developers to identify the best solution for their goals. This could be identifying properly zoned and serviced lands, supplying the most up to date demographic and statistical data for informed decision making, or providing in depth knowledge on the local business landscape.

Finally, the team works as advocates for the business community within the organization, with

respect to policies, bylaws, and the need for servicing (water, wastewater, natural gas, hydro, and internet).

This Division also receives a total of \$24K of rent from the BIA and CBED combined, and provides Town funding to SBEC, \$25K to the Collingwood Youth Centre and almost \$30K to the South Georgian Bay Tourism Association. Other municipalities make limited investments in the BDC and its services and it is not known how much they provide to the SGB Tourism Association.

### Division’s Pressures and Trends, including Public Input

Public consultation has identified Collingwood is at a critical crossroad to ensure it does not become a victim of its own success by creating a place where people can no longer afford to live, work and play. As its popularity grows as a top community for entrepreneurs and one of the top 25 places to live in Canada, it faces key pressures related to:

- Creating and supporting job opportunities in key knowledge and creative economy sectors
- Attracting/retaining the younger workers and families needed to service all sectors
- Making it easier to do business with the Town as the scope and scale of investments increases

While we continue to see the impacts of the pandemic reduce over time, there is still a significant need to provide up to date information and resources to the local business community regarding supports. We must also ensure we're nimble enough to act if COVID-19 numbers increase and more support is needed, especially during the winter and spring months.

### Staff Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
4	4	4	4	0	4

### Community Based Strategic Plan Items

All items in Economic Development fall under the "Support and Manage Growth and Prosperity" pillar of the CBSP. Specifically, "Seek Economic Development that Attracts Youth, Supports Existing Business and Entrepreneurship".

All projects identified in CBSP either completed or underway, including:

- feasibility (completed) and establishment (underway and ongoing) of business accelerator



## Community Based Strategic Plan Items

- developing a data dashboard/community profile (underway - completion 2022)
- adopting the economic development action plan (completed)
- identifying the future of Business Development Centre location (underway - completion 2022)

## Master Plan Priority Projects

The vast majority of economic development activities are core, ongoing services with no foreseeable end date. This includes a variety of services, including business consultations, access to capital, events, marketing/promotion, and business relationship building (with ourselves and each other).

There are a few key projects that will add to and improve upon our core service delivery as identified in the EDAP which will move forward in 2022:

-Investment Readiness/Attraction Toolkit: development of a toolkit of statistical and demographic data, as well as promotional materials on land/buildings, servicing, and the development curation service that economic development provides investors, landowners, developers, and realtors.

-Business Ambassador Program: part of the investment readiness/attraction portfolio, business ambassadors will be identified that can aid in strategy development, case studies, and speaking directly to potential investors to support Council and staff's efforts.

-Tourism Business Case: identifying a future path forward for tourism in Collingwood. This could include what potential funding and capacity needs are, the nature of our ongoing relationship with South Georgian Bay Tourism and Simcoe County Tourism, and identifying how best to maximize the spend per consumer in our area.

## Continuous Improvements

The team has created lead generation infrastructure to improve the ability to nurture business relationships over time, including:

-Customer Relationship Management system,

-Email marketing (increase email communications from 4x annually to 50x annually, for example), and

-Custom social media audiences and digital lead generation to ensure local, regional, and GTA knowledge of the free services provided

We are also working to integrate Small Business Enterprise Centre systems more closely into the Town of Collingwood, and build meaningful internal relationships with complementary teams, such as Planning and Building Services, to ensure the development curation system is value-added for site

## Continuous Improvements

selectors, realtors, landowners, and developers. The Town's contract with the province to deliver SBEC expires on June 30, 2022. If the agreement is not renewed about \$195K per year will be removed from the Town's budget, meaning there is risk to about \$100K of the revenue shown below.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$644,059.37</b>	<b>\$0.00</b>	<b>\$199,652.43</b>	<b>\$259,250.00</b>	<b>\$375,550</b>	<b>\$116,300.00</b>	<b>44.86%</b>
- Government Transfers	\$520,389.53	\$0.00	\$147,000.00	\$206,750.00	\$308,050	\$101,300.00	49.00%
- Other	\$11,551.21	\$0.00	\$23,409.11	\$0.00	\$0	\$0.00	0.00%
- Other Municipalities	\$104,153.44	\$0.00	\$27,500.00	\$52,500.00	\$67,500	\$15,000.00	28.57%
- User Charges	\$7,965.19	\$0.00	\$1,743.32	\$0.00	\$0	\$0.00	0.00%
<b>Expenses / Expenditure</b>	<b>-\$1,144,235.72</b>	<b>-\$448,160.00</b>	<b>-\$897,236.26</b>	<b>-\$694,678.00</b>	<b>-\$956,631</b>	<b>-\$261,953.21</b>	<b>37.71%</b>
- Administrative Expenses	-\$13,849.41	-\$3,000.00	-\$2,970.27	-\$10,349.00	-\$10,349	\$0.00	0.00%
- Equipment Related	-\$1,969.51	\$0.00	-\$392.07	\$0.00	\$0	\$0.00	0.00%
- Financial Expenses	-\$81,702.49	\$0.00	-\$56,500.00	-\$68,000.00	-\$68,000	\$0.00	0.00%
- Information Technology and Communications	-\$151,112.84	-\$143,700.00	-\$88,328.12	-\$97,800.00	-\$126,654	-\$28,854.00	29.50%
- Operating Expenses	-\$149,654.92	-\$87,700.00	-\$230,395.30	-\$98,700.00	-\$205,200	-\$106,500.00	107.90%
- Personnel and Training	-\$10,094.00	-\$7,000.00	-\$9,462.57	-\$8,500.00	-\$8,500	\$0.00	0.00%
- Premise and Site	-\$90,932.21	\$0.00	-\$5,476.08	\$0.00	\$0	\$0.00	0.00%
- Purchased Services	-\$332,385.61	-\$23,000.00	-\$248,404.94	-\$68,000.00	-\$158,300	-\$90,300.00	132.79%
- Salaries and Benefits	-\$312,534.73	-\$183,760.00	-\$255,306.91	-\$338,329.00	-\$379,628	-\$41,299.21	12.21%
- Transfers to Capital	\$0.00	\$0.00	\$0.00	-\$5,000.00	\$0	\$5,000.00	0.00%
<b>Grand Total</b>	<b>-\$500,176.35</b>	<b>-\$448,160.00</b>	<b>-\$697,583.83</b>	<b>-\$435,428.00</b>	<b>-\$581,081</b>	<b>-\$145,653.21</b>	<b>33.45%</b>

GL Category	Description	Change Type	2022
- Government Transfers	Downtown Revitalization	3 - Service Enhancement	\$101,300
- Other Municipalities	Simcoe County? - Nov 3 discussions	1 - Unavoidable	\$15,000
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$646
	Net zero increase between 62150 (Marketing), 64150 (R/D), and 66450 (Special Projects). Increase in marketing is offset by decreases in other two categories based on how projects are allocated.	1 - Unavoidable	-\$29,500

GL Category	Description	Change Type	2022
- Operating Expenses	2021 Business Accelerator - \$150k - Council Resolution - Mainly Salary for the managing director's Salary - and mentorship. 2021 Contribution (i.e. if no surplus is generated)	1 - Unavoidable	-\$150,000
	2021 Business Accelerator - \$100k to be funded through 2021 budget surplus	1 - Unavoidable	\$150,000
	2022 Business Accelerator - 2nd part - still needs to be requested	3 - Service Enhancement	-\$150,000
	Net zero increase between 62150 (Marketing), 64150 (R/D), and 66450 (Special Projects). Increase in marketing is offset by decreases in other two categories based on how projects are allocated.	2 - Growth	\$18,500
	Transfer \$25k to PRC Collingwood Youth Centre	1 - Unavoidable	\$25,000
- Purchased Services	Net zero increase between 62150 (Marketing), 64150 (R/D), and 66450 (Special Projects). Increase in marketing is offset by decreases in other two categories based on how projects are allocated.	2 - Growth	\$11,000
	Downtown Revitalization	3 - Service Enhancement	-\$101,300
- Salaries and Benefits	COLA	1 - Unavoidable	-\$41,299

**Heritage**

**Division Team Leader: Summer Valentine, Director**

**Division Overview**

The Collingwood Heritage Committee serves as an advisory committee to Town Council regarding matters pertaining to the built heritage of Collingwood in accordance with the Downtown Heritage District Conservation Plan and other applicable policies, regulations and legislation.

The Ontario Heritage Act mandates Council to consult with the committee on such issues as: designation of heritage properties, applications to alter, demolish or remove any building or structure on designated heritage properties, amending a by-law concerning a heritage property and public works in a heritage district.

The Town of Collingwood, through the committee, also promotes conservation of heritage buildings through several programs such as heritage grants and awards. The committee works to make the community more aware of our cultural and built heritage by maintaining a comprehensive website and publishing newsletters.

The Ministry of Culture suggests that municipal staff act as a liaison with the Heritage Committee for consistency in procedure and administration as well as building expertise in the heritage portfolio. There is one full time staff resource who within their job description is dedicated at 30% to support of the Heritage Committee and sits a non-voting member.

**Staff Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
0	0	0	0	0	0

## **Division’s Pressures and Trends**

The current staff commitment to the Heritage program provides limited resources in priority areas. The planner who supports and administers the heritage program is increasingly being called upon to complete project work on development applications.

The recognized standards for heritage preservation require costlier options for renovations and repairs (e.g. wood windows, doors etc.) and therefore the Committee may find it challenging to support alternatives. For property owners this can be difficult to understand. However, where possible, the Committee is increasingly open to consideration of less expensive options. Certain flexibility is built into the guiding documents considered by the Committee. Flexibility may come at the expense of consistency, which is also valued by owners of heritage properties.

Within the heritage realm there is an active discussion around the concepts of replication (i.e. new heritage- look buildings) and juxtaposition (i.e. buildings that are new that architecturally contrast with heritage characteristics of the surrounding buildings in order to showcase and strengthen the heritage values). As development and redevelopment opportunities emerge, the Town is encouraging the Committee and project proponents to consider the merits of juxtaposition in building design to encourage the renewal of the Town’s heritage character and creative expressions in redevelopment.

The economic impacts of the COVID 19 pandemic may make repairs and renovations that require heritage compliance costlier at a time when private property owners and businesses may be experiencing hardship. Reconciling the need to retain the characteristics of the district with these difficult times is a challenge. However, it is recommended in the 2022 budget that the heritage tax rebate program be augmented.

There is increasing redevelopment in and around the Downtown Heritage Conservation District that growing in scale, complexity and volume. Achieving an efficient process for reviewing those proposals is an important municipal objective to encourage investment in Collingwood.

## **2022 Priorities**

### **Community Based Strategic Plan Items**

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## Master Plan Priority Projects

## Continuous Improvements

Increase in Heritage Tax Relief Program funding - provide stronger incentives to support heritage conservation and maintenance - \$50,000 (previously \$25,000).

Update Committee processes and provide education and training in delivery of Committee mandate to make processes clear. Continue to provide staff recommendations on matters coming before committee. Educate committee on role and on current themes in heritage planning and protection.

Apply balanced and flexible approaches wherever possible while ensuring heritage preservation principles are upheld.

Continue to administer grants, incentives and permits and conduct annual inventory of properties receiving tax relief, including monitoring the increases in heritage tax relief program and the corollary uptake and budgetary impacts.

Ongoing promotion of the Town's history and physical and cultural heritage assets.

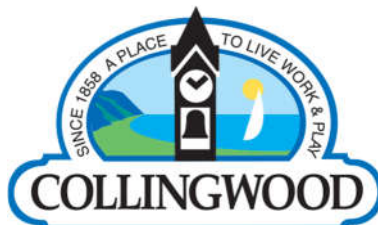
Promote cultural history in addition to built history.

## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Expenses / Expenditure</b>	<b>-\$77,147</b>	<b>-\$138,157</b>	<b>-\$5,169</b>	<b>-\$140,902</b>	<b>-\$146,827</b>	<b>-\$5,925</b>	<b>4.2%</b>
- Financial Expenses	-\$68,363	-\$85,000	-\$5,169	-\$85,000	-\$110,000	-\$25,000	29.4%
- Purchased Services	\$0	-\$2,000	\$0	-\$2,000	-\$2,000	\$0	0.0%
- Salaries and Benefits	-\$8,784	-\$51,157	\$0	-\$53,902	-\$34,827	\$19,075	-35.4%
<b>Grand Total</b>	<b>-\$77,147</b>	<b>-\$138,157</b>	<b>-\$5,169</b>	<b>-\$140,902</b>	<b>-\$146,827</b>	<b>-\$5,925</b>	<b>4.2%</b>

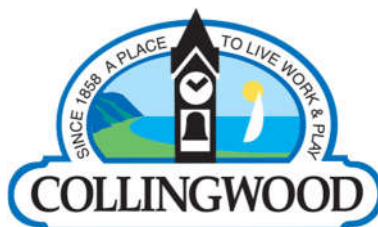
GL Category	Description	Change Type	2022
- Financial Expenses	\$25,000 requested to increase grant to 20% through D/O Committee	3 - Service Enhancement	-\$25,000
- Salaries and Benefits	Allocation Change	1 - Unavoidable	\$19,075

# MUNICIPAL SERVICE BOARDS





# Collingwood Public Library



**Collingwood Public Library**

**Division Team Leader: Ashley Kulchycki**

**Division Overview**

The mission of the Collingwood Public Library is to open a world of possibilities; embrace information, learning, knowledge, and technology, while serving the evolving needs of our dynamic community.

Within our community, the library is an essential service for all our residents, offering free computer and internet access, outreach programs in local schools and senior’s homes, operating as a warming centre in winter and a cooling centre in summer. We continue to meet the needs of our community and fill gaps by providing emergency food distribution for those experiencing food insecurity, affordable meeting space for local clubs, non-profits, and businesses, and being a safe space for people experiencing homelessness. We continue to bridge the digital divide by loaning technology equipment, offering coding and robotics programs, and regular technology instruction. We approach our services, programs, and collections with our core values of compassion, diversity, accessibility, innovation, and respect.

The library is governed by a Board of Trustees appointed by Town Council. The Board is responsible for submitting a budget to Council each year for approval. The duties and responsibilities of the Library Board are outlined in the Ontario Public Libraries Act. The Library Board appoints a CEO to manage the day-to-day operations of the library.

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
18.56	19.56	19.56	19.56	0.5	20.06

## **Division’s Pressures and Trends, including Public Input**

The COVID pandemic highlighted the desire for streamlined and contactless services. In 2020, library staff noticed an increase in patron requests for wireless printing, allowing them to print from their personal devices rather than using a public workstation. A LaserJet printer was purchased as a pilot for this service and in the first six months we printed over 950 pages and replaced the toner twice. In 2022, we plan to invest in a cloud-based software for wireless printing that will integrate into our current printing system.

The cost of library resources continues to slowly rise, including ebooks, databases, and print materials. Over time, if materials budgets do not increase, it will mean fewer resources for our patrons. We currently add about 4,000 new items to our shelves each year.

One of our strategic pillars is to build the library’s profile in the community. With the launch of our strategic plan, we revealed our new logo. We would like to invest in merchandise to help with our branding and visibility in the community.

In the long-term, one of the pressures we will face are the challenges and limitations of our current physical space. We continue to receive feedback from patrons that we do not offer enough quiet study space, or private study space. Our physical collections are nearly at maximum capacity, and we are getting close to having to remove an item from our shelves for every item we purchase.

Although it will not have any implications on the 2022 budget, Simcoe County did undertake a review of library services. Depending on the outcomes of this project, there could be implications to library services and finances in future years.

### **2022 Priorities**

#### **Community Based Strategic Plan Items**

#### **Master Plan Priority Projects**

## Continuous Improvements

The investment in technology services through the procurement of wireless printing software. The pilot of this service was successful, but the current system is not sustainable. Purchasing a software that will integrate into our current printing system will streamline this service for staff and patrons.

Enhancing the library's profile in the community with branded merchandise. This priority aligns with our strategic plan, expanding our communications and branding to strengthening our reach with increased community engagement.

Continued investment in our collections is essential to ensure community needs are being met. As our membership increases (up 3% from 2020), the demand for current materials is growing.

The former position of Manager, Library & Reference Services, had duties and responsibilities that are traditionally done by a library CEO. When the individual in this position retired, we took the time to re-evaluated our org chart and some job descriptions. The appropriate duties have been absorbed by the current CEO, and we reclassified this position to become the Supervisor, Community Services. Knowing there would be a significant difference in salary, we estimated that we would be able to hire a part-time position, and IT services is an area that continues to grow and be of need.

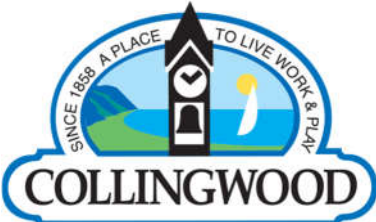
## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$144,944.27</b>	<b>\$116,662.00</b>	<b>\$20,761.13</b>	<b>\$157,712.00</b>	<b>\$167,912</b>	<b>\$10,200.00</b>	<b>6.47%</b>
- Donations	\$555.73	\$5,500.00	\$92.75	\$5,500.00	\$5,500	\$0.00	0.00%
- Government Transfers	\$32,513.00	\$39,162.00	\$0.00	\$39,162.00	\$39,162	\$0.00	0.00%
- Other	\$3,356.05	\$10,500.00	\$5,936.00	\$4,000.00	\$4,000	\$0.00	0.00%
- Transfers from Obligatory Reserve Funds	\$81,866.69	\$23,000.00	\$0.00	\$73,800.00	\$84,000	\$10,200.00	13.82%
- User Charges	\$26,652.80	\$38,500.00	\$14,732.38	\$35,250.00	\$35,250	\$0.00	0.00%
<b>Expenses / Expenditure</b>	<b>-\$1,702,528.22</b>	<b>-\$1,885,288.00</b>	<b>-\$1,437,358.97</b>	<b>-\$1,912,840.00</b>	<b>-\$1,899,386</b>	<b>\$13,453.83</b>	<b>-0.70%</b>
- Administrative Expenses	-\$16,726.01	-\$18,000.00	-\$15,928.56	-\$18,000.00	-\$18,000	\$0.00	0.00%
- Equipment Related	-\$944.46	-\$1,000.00	\$0.00	-\$1,000.00	-\$1,000	\$0.00	0.00%
- Financial Expenses	-\$9,385.44	-\$9,000.00	-\$10,003.43	-\$10,500.00	-\$11,572	-\$1,072.00	10.21%
- Information Technology and Communications	-\$13,999.36	-\$13,700.00	-\$10,876.59	-\$13,700.00	-\$15,700	-\$2,000.00	14.60%
- Inter-functional Transfers	-\$264,000.00	-\$264,000.00	-\$220,000.00	-\$264,000.00	-\$264,000	\$0.00	0.00%
- Operating Expenses	-\$136,911.58	-\$130,500.00	-\$122,373.59	-\$144,500.00	-\$148,500	-\$4,000.00	2.77%
- Personnel and Training	-\$6,816.70	-\$14,500.00	-\$6,810.65	-\$9,000.00	-\$9,000	\$0.00	0.00%
- Premise and Site	-\$33,851.96	-\$27,000.00	-\$16,779.72	-\$69,529.00	-\$69,529	\$0.00	0.00%
- Purchased Services	-\$31,688.40	-\$28,600.00	-\$29,560.25	\$0.00	\$0	\$0.00	0.00%
- Salaries and Benefits	-\$1,130,663.77	-\$1,316,427.00	-\$958,913.94	-\$1,317,194.00	-\$1,303,085	\$14,108.83	-1.07%
- Transfers to Town Reserves and Reserve Funds	-\$6,935.00	-\$7,000.00	-\$5,783.30	-\$7,000.00	-\$7,000	\$0.00	0.00%
- Utilities	-\$50,605.54	-\$55,561.00	-\$40,328.94	-\$58,417.00	-\$52,000	\$6,417.00	-10.98%
<b>Grand Total</b>	<b>-\$1,557,583.95</b>	<b>-\$1,768,626.00</b>	<b>-\$1,416,597.84</b>	<b>-\$1,755,128.00</b>	<b>-\$1,731,474</b>	<b>\$23,653.83</b>	<b>-1.35%</b>

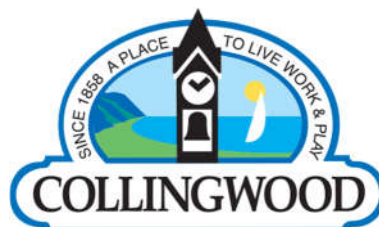
GL Category	Description	Change Type	2022
- User Charges	Offset in Printing/Copy revenue - update quick codes	1 - Unavoidable	-\$4,500
	Offset in User Fees (changed quick code to properly reflect	1 - Unavoidable	\$4,500
- Transfers from Obligatory Reserve Funds	Change to 100% DC now	1 - Unavoidable	\$10,200
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$1,072
- Information Technology and Communications	Purchase of promotional materials with new logo as part of rebranding	2 - Growth	-\$2,000
- Operating Expenses	Cost of physical books and online resources continue to increase.	2 - Growth	-\$2,000
	New services - wireless printing and loaning hotspots	3 - Service Enhancement	-\$2,000
- Salaries and Benefits	COLA/Merit increases offset by reorganization see note below.	1 - Unavoidable	\$14,108

GL Category	Description	Change Type	2022
	Reorganization has occurred within the Library due to a retirement where 1 FTE has been replaced by 1.5 FTEs – see CI explanation in Business Plan.		
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$6,700
	Natural Gas inflation 3%	1 - Unavoidable	-\$283

# NON-TAX SUPPORTED



# Building Services





**Building Services**

**Division Team Leader: Greg Miller**

**Division Overview**

The legislated duty and mandate of Building Services is to protect the public's safety, health, and general welfare in the lawful use of new and existing buildings within the Town of Collingwood. Assist all members of the public to contribute to the well-being of our community in an effort to achieve sustainable, healthy, and safe living environments by promoting excellence in design and construction to the minimum building standards of the Ontario Building Code and other applicable law.

Services provided:

- Assist customers with our specialized technical knowledge to understand the intent and purpose of the prescriptive standards of the Ontario Building Code, to understand the legal obligations for compliance and to encourage voluntary compliance.
- Review/process permit applications for compliance with applicable law, minimum standards of the Ontario Building Code and other regulations and standards.
- Inspect buildings through routine building inspections during all phases of construction to ensure minimum requirements of the building code and the related standards are satisfied.
- Carry out legislated duties under the Building Code Act for illegal construction activities and unsafe buildings and to take emergency measures where necessary.
- Respond to inquiries/service requests for information and other building related matters to provide a level of service that is knowledgeable, comprehensive, consistent, timely, as well as courteous and professional.
- Administer the Town's Sign By-law; reviewing and issuing sign permits, sign variances and inspecting the same.
- Administer the Town's Pool Enclosure By-law; reviewing and issuing pool enclosure permits and inspecting the same.
- Administer the Town's Civic Addressing and Street Naming By-laws by assigning civic address and recommend to Council proposed street names; and
- Provide technical guidance to internal departments for proposed development projects

## Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
5	6	6	7	0	7

## Division's Pressures and Trends, including Public Input

Near record permit applications and inspections continue to be realized notwithstanding the 2020 development pause under the ICBL. Reviewing permit data for the 10 years between 2011 to 2020:

1. The volume of building permits issued on an annual basis has increased 50% from 507 permits issued per year on average, increasing to a 3-year average of 761 permits issued
2. Between 2011 and 2015 the average Staff: Permit Ratio was 1:162, which has increased to 1:222 during the 5-year timeframe between 2016 to 2020; a 37% increase.
3. Between 2011 and 2015 the average number of inspections completed per Inspector was 1:975, which has increased to 1: 1,567 for the 5 years between 2016 to 2020; a 61% increase.
4. The total number of inspections completed on an annual basis has increased to approximately 4,600 inspections per year: a 56% above the 10-year average.

The above data does not include enforcement of the Building Code Act such as constructing without the benefit of a building permit, follow up inspections or court preparation.

The Town is experiencing a significant increase in multi residential unit buildings and a more complex building stock in addition to residential subdivision/condo developments. This will require qualified staff dedicated specifically to the more complex project types. Additional staff resources will be required in order to maintain the legislated permit application and inspection timeframes.

Harmonization of the National Building Code and the Ontario Building Code is nearing completion. Changes including the introduction of a tiered energy code that progresses to a future net zero level of energy efficiency. Significant updates to energy efficiency requirements will require staff training and education of the public on those changes, pending MMAH adoption of same into the OBC.

## 2022 Priorities

### Community Based Strategic Plan Items

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## Master Plan Priority Projects

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## Continuous Improvements

Contract Building inspector.

Position approved during the 2021 budget - position not filled given the development pause under the ICBL in 2020. This position will be required to be filled in 2022 in order to maintain minimum legislated timeframes under the Building Code.

Building Permit Fees Review.

Project approved during the 2021 budget - project did not proceed given the development pause under the ICBL in 2020. Project carry forward in 2022 to ensure direct & indirect costs and permit fee stabilization reserve fund adequately being recovered.

Zoning Certificate Process.

Project approved during 2021 budget - carry forward for completion in early 2022. Customization of CityView to implement new zoning certificate process and workflows. The zoning certificate process with reduced permit turn around timeframes, provide certainty for Applicants and introduce same day issuance of minor building permits (decks, garages, sheds, etc.)

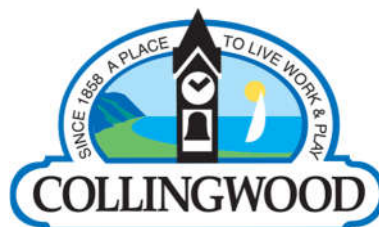
## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$931,908</b>	<b>\$744,135</b>	<b>\$880,595</b>	<b>\$1,009,135</b>	<b>\$1,020,990</b>	<b>\$11,855</b>	<b>1.2%</b>
- Other	\$919,581	\$735,000	\$868,709	\$1,000,000	\$750,000	-\$250,000	-25.0%
- Transfers from Town Reserves and Reserve Funds	\$0	\$0	\$0	\$0	\$261,855	\$261,855	0.0%
- User Charges	\$12,327	\$9,135	\$11,886	\$9,135	\$9,135	\$0	0.0%
<b>Expenses / Expenditure</b>	<b>-\$931,002</b>	<b>-\$819,438</b>	<b>-\$688,660</b>	<b>-\$1,009,135</b>	<b>-\$1,020,990</b>	<b>-\$11,855</b>	<b>1.2%</b>
- Administrative Expenses	-\$3,062	-\$3,500	-\$2,546	-\$3,500	-\$3,500	\$0	0.0%
- Equipment Related	-\$39	-\$2,500	\$177	-\$2,500	-\$2,500	\$0	0.0%
- Financial Expenses	-\$14,332	-\$11,042	-\$15,819	-\$13,210	-\$14,760	-\$1,550	11.7%
- Information Technology and Communications	-\$17,018	-\$17,565	-\$16,739	-\$17,565	-\$16,520	\$1,045	-5.9%
- Inter-functional Transfers	-\$78,181	-\$62,530	-\$61,740	-\$61,817	-\$61,817	\$0	0.0%
- Legal Expenses	-\$267	-\$2,316	-\$2,412	-\$2,316	-\$5,000	-\$2,684	115.9%
- Operating Expenses	-\$14,644	-\$1,560	-\$2,344	-\$1,560	-\$1,560	\$0	0.0%
- Personnel and Training	-\$12,271	-\$16,940	-\$9,852	-\$15,940	-\$15,940	\$0	0.0%
- Premise and Site	-\$339	-\$510	-\$91	-\$4,515	-\$4,515	\$0	0.0%
- Purchased Services	-\$10,660	-\$18,000	-\$12,484	-\$113,000	-\$83,000	\$30,000	-26.5%
- Salaries and Benefits	-\$641,098	-\$656,699	-\$564,249	-\$691,157	-\$806,178	-\$115,021	16.6%
- Transfers to Capital	-\$135,138	-\$130,000	\$0	\$0	\$0	\$0	0.0%
- Transfers to Town Reserves and Reserve Funds	\$0	\$114,724	\$0	-\$65,055	\$0	\$65,055	0.0%
- Vehicle and Fleet Related	-\$3,953	-\$11,000	-\$561	-\$17,000	-\$5,700	\$11,300	-66.5%
<b>Grand Total</b>	<b>\$906</b>	<b>-\$75,303</b>	<b>\$191,936</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

GL Category	Description	Change Type	2022
- Other	3 Yr Avg is 266 with ICBL predicting 195.	1 - Unavoidable	-\$250,000
- Transfers from Town Reserves and Reserve Funds	Deficit Transfer for 2022	1 - Unavoidable	\$261,855
- Financial Expenses	Inflationary increase	1 - Unavoidable	-\$1,550
- Information Technology and Communications	Contract cost reduction	1 - Unavoidable	\$1,045
- Legal Expenses	Legal back to pre-covid amounts	1 - Unavoidable	-\$2,684
- Purchased Services	Hire Building Review Fee - \$50k; \$10k Zoning Cert; \$15k - CityView; Plan Reviews where it can't be handled by staff	1 - Unavoidable	\$30,000
- Salaries and Benefits	COLA	1 - Unavoidable	-\$115,021
- Transfers to Town Reserves and Reserve Funds	Remove last year surplus	1 - Unavoidable	\$65,055

GL Category	Description	Change Type	2022
- Vehicle and Fleet Related	adj to avg	1 - Unavoidable	\$9,000
	inflationary adjustment	1 - Unavoidable	\$2,300

# Parking Services



**Parking Services**

**Division Team Leader: Ross Parr, Fire Chief**

**Division Overview**

The Parking Services Division (“Division”) provides parking operations, maintenance of parking meters and equipment, and enforcement services for residents, businesses, and visitors of the municipality. The goal of the Division is to ensure that parking is available in an equitable, affordable, and safe manner. The Division also completes all of the administration’s tasks associated with the program, and operates the Town’s “First Attendance” program which allows defendants who have received a Parking Infraction Notice to resolve their matter prior to court.

The Division is also responsible for enforcing other Town By-law’s within the Heritage District including, but not limited to the following:

1. By-laws:

- Bicycle By-law
- Business Licensing By-law
- Patios and Merchandise By-law
- Public Nuisance By-law
- Sign By-law
- Smoking By-law etc.

2. Parking Related Duties and Tasks:

- Sending out legal documents/forms
- Scheduling parking trial requests Filing documents with external agencies (ARIS, Barrie Provincial Offences Office, MTO, Service Ontario, etc.)

3. Services/Programs:

- First Attendance Program

-Parking meter maintenance and repair, including meter collection

--Private Property Parking Enforcement Program, including training of Private Enforcement Officers (New)

### Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
1.33	1.495	1.66	2.32	0	2.32

### Division's Pressures and Trends, including Public Input

1. Volume of Calls - increase in the # of occurrences year-over-year
2. Limited Staffing Recourses
3. Service Levels / Demands - proactive vs. reactive enforcement, response times
4. Inspections - the extent and complexity of by-law cases and the amount of time it takes to resolve each issue
5. Increase in population - as a result of population growth, we are receiving more and more by-law complaints / requests for service
6. Enforcement - the number of rules / regulations enacted and needing to be enforced
7. Health & Safety - case load, working alone, violence & harassment
8. Reduction in Downtown Parking Revenue
9. Processes and Systems - The type and quality of technology used to manage operations and enforcement, i.e. electronic vs. handwritten tickets; ticket management systems; meters vs. pay and display machines etc.
10. Utilization Levels - Pricing, growth, public transportation, parking alternatives, working/shopping on-line may impact utilization levels and demands
11. Court closures and accessibility

### Community Based Strategic Plan Items



## Master Plan Priority Projects

Downtown Parking Meter Replacement (Capital Project - approx. \$375,000 - TBC)

1. This project would see the replacements of all 25 pay-and-display parking meters in the downtown core. This will support the goal of "Transparent and Accountable Local Government" since the purchase and supply of these meters will involve an open market competition and we will be managing our capital assets and replacing them when they are beyond their life cycle. These new meters will also provide an enhanced customer service experience as well as sustained reliability (less downtime due to repairs).

Downtown Parking Study (Capital Project - \$80,000)

2. This project would have a consultant review the current parking situation (existing parking supply, utilization, parking finances, future development, etc.) in the downtown area and prepare a plan to guide and direct the future management of the municipal parking system. This project may also help provide some direction for certain issues such as downtown and waterfront parking rates, determining the need to expand parking stalls/capacity etc. The last parking study was completed 10+ years ago and major changes have taken place.

## Continuous Improvements

Parking Made Easy (Increased Annual Support by \$13,600)

1. Continue to use HotSpot Parking and allow residents and visitors to pay for parking or obtain their monthly parking permits through the HotSpot website or app. This will also help reduce in-person visits to Town Hall and make it easier for the customer to pay for parking.

Parking Awareness (Increased Advertising by \$3500)

2. This project will allow for to pay for and install parking signage at Sunset Point at/near the entry points to the parking lots. This will assist with parking compliance by making people aware of the rules.

Salaries & employee benefits needed to be adjusted based on percentage of work (10-90%) being performed by each MLEO as it relates to Parking Enforcement.

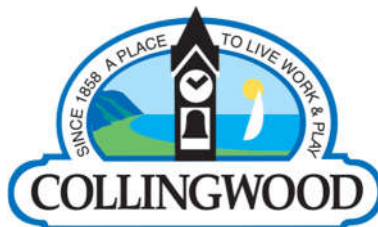
## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$311,507.12</b>	<b>\$406,200.00</b>	<b>\$416,138.14</b>	<b>\$487,722.00</b>	<b>\$451,472</b>	<b>-\$36,250.00</b>	<b>-7.43%</b>
- Other	\$91,687.20	\$95,000.00	\$50,681.79	\$100,000.00	\$90,000	-\$10,000.00	-10.00%
- User Charges	\$219,819.92	\$311,200.00	\$365,456.35	\$387,722.00	\$361,472	-\$26,250.00	-6.77%
<b>Expenses / Expenditure</b>	<b>-\$311,498.27</b>	<b>-\$406,200.00</b>	<b>-\$353,061.37</b>	<b>-\$487,722.00</b>	<b>-\$451,472</b>	<b>\$36,250.00</b>	<b>-7.43%</b>
- Administrative Expenses	-\$3,169.45	-\$8,500.00	-\$7,591.23	-\$5,000.00	-\$6,500	-\$1,500.00	30.00%
- Equipment Related	-\$5,292.13	-\$16,000.00	-\$4,189.14	-\$8,000.00	-\$8,000	\$0.00	0.00%
- Financial Expenses	-\$4,099.96	-\$13,082.00	-\$6,921.26	-\$13,098.00	-\$10,610	\$2,488.00	-19.00%
- Information Technology and Communications	-\$7,752.06	-\$9,200.00	-\$9,095.96	-\$21,700.00	-\$41,800	-\$20,100.00	92.63%
- Operating Expenses	-\$54,605.15	-\$101,400.00	-\$42,247.21	-\$91,400.00	-\$88,200	\$3,200.00	-3.50%
- Premise and Site	-\$84,120.84	-\$80,000.00	-\$50,720.90	-\$80,000.00	-\$77,350	\$2,650.00	-3.31%
- Purchased Services	\$0.00	\$0.00	\$0.00	-\$15,000.00	\$0	\$15,000.00	0.00%
- Salaries and Benefits	-\$170,501.47	-\$138,137.00	-\$220,026.17	-\$210,067.00	-\$144,880	\$65,187.37	-31.03%
- Transfers to Town Reserves and Reserve Funds	\$26,822.29	-\$39,881.00	\$0.00	-\$43,457.00	-\$59,132	-\$15,675.37	36.07%
- Vehicle and Fleet Related	-\$8,779.50	\$0.00	-\$12,269.50	\$0.00	-\$15,000	-\$15,000.00	0.00%
<b>Grand Total</b>	<b>\$8.85</b>	<b>\$0.00</b>	<b>\$63,076.77</b>	<b>\$0.00</b>	<b>\$0</b>	<b>\$0.00</b>	<b>0.00%</b>

GL Category	Description	Change Type	2022
- Other	Due to COVID-19 and staffing resources (1 MLEO II instead of 2), it is anticipated that the Town will see a reduction in the number of parking permits being sold -- less people parking downtown (working from home, businesses closed, online shopping etc.) and less proactive patrols due to other priorities.	1 - Unavoidable	-\$10,000
	The province is not requiring people to renew their license plates until February 2022. It is expected that there will be a reduction in fines collected in 2021 but we could see a slight increase in 2022 when people renew their stickers. Suggesting that we keep fines at \$20,000 for 2022.	1 - Unavoidable	\$0
- User Charges	1/2 of the money collected from Sunset Point needs to be transferred to PRC.	1 - Unavoidable	\$0
	Actual total in 2020 >\$200k - new split 60/40 with PRC - to cover expenses for Parking	1 - Unavoidable	\$68,750
	Due to COVID-19 and staffing resources (1 MLEO II instead of 2), it is anticipated that the Town will see a reduction in the amount of money at parking meters -- less people parking downtown (working from home, businesses closed, online shopping etc.) and less proactive patrols due to other priorities.	1 - Unavoidable	-\$95,000
- Administrative Expenses	More ticket books being printed as a result of expanded parking enforcement.	1 - Unavoidable	-\$1,500
- Financial Expenses	Increases in service costs	1 - Unavoidable	-\$1,500
	Inflationary increase	1 - Unavoidable	-\$12
	Less money being collected = Less money being spent on coin processing. Based on last years totals, coin processing can be reduced to \$6000.	1 - Unavoidable	\$4,000

GL Category	Description	Change Type	2022
- Information Technology and Communications	2 cell phone plans (David and Jessica) + 2 data plans for laptops = \$130/month x 12 = \$1560 4 cell phone plans (seasonal officers) x \$50/month x 5 months (May to September) = \$1000	3 - Service Enhancement	-\$1,000
	Advertising should be increased to \$5000.00 >>> more parking signs are needed at Sunset Point, especially at the entrance to the parking lots	3 - Service Enhancement	-\$3,500
	Annual Cost for CityView: \$6800/year HotSpot Tap Signs: \$40.00/month per tap sign x 20 x 12 = \$9,600/year Sunset Point Parking Meters: -\$60/month per meter x 3 meters x 9 months (April to December) = \$1620/year HotSpot Digital Parking Pass System: \$15,000/year	3 - Service Enhancement	-\$15,600
- Operating Expenses	Decreasing snow clearing expense as a result of historical data	1 - Unavoidable	\$3,200
- Premise and Site	Reduced spending	1 - Unavoidable	\$2,650
- Purchased Services	HotSpot Digital Permits in Annual Support Expense	1 - Unavoidable	\$15,000
- Salaries and Benefits	Salaries and benefits within by-law, animal control, parking, and crossing guard adjusted based on percentage of work being performed by each officer (i.e. 40% by-law, 20% animal control, 35% parking, 5% crossing guard).	1 - Unavoidable	\$65,187
- Transfers to Town Reserves and Reserve Funds	Balance Self Sustaining	1 - Unavoidable	-\$15,675
- Vehicle and Fleet Related	Snow removal - public works staff	1 - Unavoidable	-\$15,000

# Water Services



**Water Services**

**Division Team Leader: Heather McGinnity, Manager  
Environmental Services**

**Division Overview**

The Water Division is responsible for treating and distributing potable water to residential, industrial, commercial and institutional customers within the Town of Collingwood. The department also distributes non-potable water to industrial users through a dedicated waterline. Water is also supplied to the Town of The Blue Mountains and via the Regional Pipeline to the Town of New Tecumseth.

**Water Treatment:**

- Maintenance of all treatment processes and equipment at the Raymond A. Barker (RAB) Ultra Filtration Plant.
- Maintenance of all distribution system equipment at reservoirs and pumping stations.
- Monitoring of water quality (24 hours a day, 365 days a year).
- Weekly sampling of raw and treated water.
- Various capital projects including water treatment plant facility and pump upgrades.

**Water Distribution:**

- Maintenance of 168.93 km of watermain (including non-potable industrial water supply).
- Maintenance of 11,761 water services from the main to the curb stop at property line.
- Maintenance of 1,819 valves.
- Annual flushing of 1,388 hydrants (private and Town-owned).
- Maintenance of 1,152 fire hydrants including snow clearing and grass cutting, and weekly/as needed flushing of dead-ends (Town-owned).
- Weekly sampling of distribution water.
- Various capital projects including new watermains, services etc.

**Administration/Customer Service:**

- Address all customer complaints and inquiries as they relate to their water service, quality of water,

and billing.

- Analyze monthly meter readings for variances that may indicate a problem; for example, comparatively high water use may indicate a leak and alert customer.
- Maintain 11,761 water meters.
- Complete water locates.
- Administer and enforce compliance with the Backflow Prevention Program.
- Management of water material supply stores, including purchase orders, receive and issue material, maintain accurate inventory records and ensure parts are in compliance with Drinking Water Quality Requirements.

All operations within the Water Department must adhere to strict legislative requirements including:

- The Drinking Water Works Permit and Municipal Drinking Water License issued to Collingwood.
- The Safe Drinking Water Act and its regulations
- Drinking Water Quality Management System (DWQMS)
- Ontario Underground Infrastructure Notification System Act (Ontario One Call)
- Green Energy Act – Energy and Conservation Demand Management

### Staffing Complement

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
18	18	19.3	18.55	1	19.55

## **Division's Pressures and Trends, including Public Input**

### **Development Pressures – Water Supply:**

The Water Treatment Plant (WTP) is operating at around 80% capacity – the industry standard threshold for triggering an expansion. The design of the WTP is underway with a planned commissioning date for the expanded WTP of late 2025. In 2022, the goal is to bring interim UV disinfection online to resolve winter disinfection limitations in advancing the expanded WTP commissioning. Water Department staff will also continue to work with Planning Department staff to implement any outcomes of the land use planning studies relating to the Interim Control By-Law enacted in April 2021.

### **Development Pressures – Water Distribution:**

Technical staff in the Water Division review, provide comments and state requirements for new developments as it relates to the construction of future water distribution infrastructure. While the number of development applications have remained relatively consistent over the past 5 years, the complexity of the proposals and community expectations around how these applications are processed has increased putting additional strain on staff resources. When development projects proceed to construction, the Water Division technical staff are responsible completing new and upgraded facility construction projects while Water Operations staff are required to oversee the commissioning of new water distribution infrastructure to ensure it meets the Town standards, as well as maintain these system expansions on a go forward basis.

### **Aging Infrastructure**

Both water supply and water distribution infrastructure are aging, resulting in the requirement for more lifecycle replacements. This is evident with the recent replacement of the roof at the Water Treatment Plant, the planned SCADA upgrades and membrane filter replacements. Coordination with the Engineering Division will continue to be required to support timely and cost-effective replacement of watermains at the same time as sewer and road replacements are being completed.

## **2022 Priorities**

### **Community Based Strategic Plan Items**

#### **Support and Manage Growth and Prosperity:**

To support the outcome of the Interim Control By-Law, Town of Collingwood Official Plan review and County of Simcoe Municipal Comprehensive review, Staff will develop a WTP capacity allocation policy and reporting framework.

#### **Transparent and Accountable Local Government:**

Continued work with Finance to strengthen the Asset Management Plan for core assets.

## Master Plan Priority Projects

Water Treatment Plant Expansion Design - Engineering services contract for the design and construction administration for the water treatment plant expansion was awarded in summer 2021. Design is underway and will continue in 2022.

Water Treatment Plant UV Upgrades - Incorporating UV disinfection at the water treatment plant by winter 2022/2023 will resolve concerns about high chlorination rates required to achieve disinfection during winter conditions.

- Sixth Street watermain lifecycle replacement and new (twinning) watermain to support development
- Carmichael Reservoir and Booster Pumping Station upgrades to support development
- Water Treatment Plant membrane lifecycle replacements

## Continuous Improvements

UV Disinfection Upgrades - Concerns about chlorination levels needed to achieve the required disinfection credits during winter months resulted in the decision to add UV disinfection to the existing water treatment plant in advance of the expansion. This will ensure the rated treatment capacity of the water treatment plant can be achieved at all water temperatures.

Water Supply and Backflow Prevention By-Law Review - Some administrative gaps and opportunities for improvement have been identified in these by-laws. A detailed review will be completed, in conjunction with Finance and other internal stakeholders, to ensure the Town's water supply and backflow prevention by-laws align with best practices and regulatory requirements.

Sensus Data Agreement - Water meter data is currently being managed by the Town's billing contractor. The Town needs direct access to this database to allow for improved data reporting and analysis, and to facilitate the potential for future in-house billing.



## Operating Budget Details

	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	%
<b>Revenues / Funding Source</b>	<b>\$7,727,042.23</b>	<b>\$7,684,193.00</b>	<b>\$6,027,476.41</b>	<b>\$7,770,076.00</b>	<b>\$8,070,426</b>	<b>\$300,350.00</b>	<b>3.87%</b>
- Other	\$275,547.31	\$302,700.00	\$88,113.73	\$149,458.00	\$94,015	-\$55,443.00	-37.10%
- Rentals and Concessions	\$221,531.76	\$216,000.00	\$187,770.54	\$219,000.00	\$219,000	\$0.00	0.00%
- User Charges	\$7,229,963.16	\$7,165,493.00	\$5,751,592.14	\$7,401,618.00	\$7,757,411	\$355,793.00	4.81%
<b>Expenses / Expenditure</b>	<b>-\$7,725,877.83</b>	<b>-\$7,684,193.00</b>	<b>-\$3,998,723.99</b>	<b>-\$7,770,078.00</b>	<b>-\$8,070,426</b>	<b>-\$300,347.65</b>	<b>3.87%</b>
- Administrative Expenses	-\$61,135.17	-\$251,196.00	-\$268,266.73	-\$393,346.00	-\$392,846	\$500.00	-0.13%
- Equipment Related	-\$124,468.30	-\$119,605.00	-\$119,293.23	-\$105,355.00	-\$157,105	-\$51,750.00	49.12%
- Financial Expenses	-\$74,663.57	-\$68,494.00	-\$82,077.28	-\$79,793.00	-\$88,355	-\$8,562.00	10.73%
- Information Technology and Communications	-\$47,401.77	-\$71,300.00	-\$34,605.90	-\$71,800.00	-\$113,250	-\$41,450.00	57.73%
- Legal Expenses	-\$25,056.28	-\$23,000.00	-\$30,006.93	-\$23,000.00	-\$30,000	-\$7,000.00	30.43%
- Long Term Debt Servicing	-\$466,386.22	-\$467,100.00	-\$115,404.25	-\$462,501.00	-\$462,499	\$2.00	0.00%
- Operating Expenses	-\$282,292.87	-\$213,200.00	-\$358,844.62	-\$179,000.00	-\$188,425	-\$9,425.00	5.27%
- Personnel and Training	-\$39,935.07	-\$66,500.00	-\$32,359.10	-\$69,500.00	-\$71,000	-\$1,500.00	2.16%
- Premise and Site	-\$196,155.00	-\$301,136.00	-\$132,318.05	-\$306,636.00	-\$354,286	-\$47,650.00	15.54%
- Purchased Services	-\$807,335.82	-\$856,720.00	-\$625,696.73	-\$916,220.00	-\$1,093,400	-\$177,180.00	19.34%
- Salaries and Benefits	-\$1,923,215.79	-\$1,794,659.00	-\$1,474,099.83	-\$1,946,359.00	-\$2,196,129	-\$249,770.47	12.83%
- Transfers to Town Reserves and Reserve Funds	-\$2,755,666.20	-\$2,599,410.00	\$0.00	-\$2,326,518.00	-\$1,918,550	\$407,967.82	-17.54%
- Utilities	-\$844,716.96	-\$741,538.00	-\$660,586.81	-\$778,615.00	-\$854,300	-\$75,685.00	9.72%
- Vehicle and Fleet Related	-\$77,448.81	-\$110,335.00	-\$65,164.53	-\$111,435.00	-\$150,280	-\$38,845.00	34.86%
<b>Grand Total</b>	<b>\$1,164.40</b>	<b>\$0.00</b>	<b>\$2,028,752.42</b>	<b>-\$2.00</b>	<b>\$0</b>	<b>\$2.35</b>	<b>-117.66%</b>

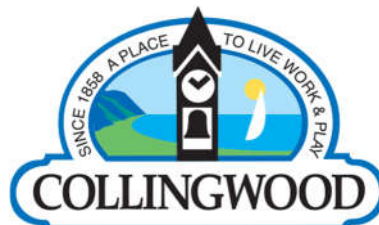
GL Category	Description	Change Type	2022
- Other	As per rate study	1 - Unavoidable	\$2,265
	Reduce budget based on historical actuals	1 - Unavoidable	-\$5,000
	Water/wastewater operating contract terminated	1 - Unavoidable	-\$52,708
- User Charges	As per rate study	1 - Unavoidable	\$91,900
	As per rate study/historical revenue split	1 - Unavoidable	\$468,922
	Correct Admin Fee from WW to match actual amount - Billing \$285k/Salaries & Benefits - \$263k/ \$44k Rent for Building	1 - Unavoidable	-\$156,974
	In Industrial Line GL Code	1 - Unavoidable	-\$50,055
	Inflationary increase	1 - Unavoidable	\$2,000
- Administrative Expenses	Water/wastewater operating contract terminated	1 - Unavoidable	\$500
- Equipment Related	Adjust based on historicals	1 - Unavoidable	-\$2,500
	Based historical actuals	1 - Unavoidable	-\$2,500
	Based on historical actuals	1 - Unavoidable	-\$40,000
	Inflation	1 - Unavoidable	-\$500
	Inflationary increase	1 - Unavoidable	-\$1,000

GL Category	Description	Change Type	2022
	On going purchases of auto flushers as required	3 - Service Enhancement	-\$5,000
	Water/wastewater operating contract terminated	1 - Unavoidable	-\$250
- Financial Expenses	As per rate study	1 - Unavoidable	-\$485
	Inflationary increase	1 - Unavoidable	-\$8,077
- Information Technology and Communications	9 cell phone lifecycle replacements + accessories	1 - Unavoidable	-\$3,000
	Back up software cost increase (as per M. Nancekivell)	1 - Unavoidable	-\$3,000
	Inflation	1 - Unavoidable	-\$500
	Inflationary increase	1 - Unavoidable	-\$500
	New Engineering Technologist	3 - Service Enhancement	-\$1,700
	Start up & training costs for Sensus RNI database (one time cost)	3 - Service Enhancement	-\$15,000
	Subscription to Sensus RNI database to facilitate direct access to water meter database	3 - Service Enhancement	-\$18,000
	Water/wastewater operating contract terminated	1 - Unavoidable	\$250
- Legal Expenses	Increase based on historical actuals	1 - Unavoidable	-\$5,000
	Inflationary increase	1 - Unavoidable	-\$2,000
- Operating Expenses	Add cellular monitoring for alarm system (\$10/mth + tax)	3 - Service Enhancement	-\$125
	Based on historical actuals	1 - Unavoidable	-\$2,000
	Being charged to water treatment	1 - Unavoidable	\$2,500
	Being charged to water treatment	1 - Unavoidable	\$3,000
	Inflation	1 - Unavoidable	-\$11,000
	Inflation + historical actuals	1 - Unavoidable	-\$5,000
	Inflationary increase	1 - Unavoidable	-\$4,000
	Water/wastewater operating contract terminated	1 - Unavoidable	\$7,200
- Personnel and Training	Inflationary increase	1 - Unavoidable	-\$1,500
- Premise and Site	inflationary adjustment	1 - Unavoidable	\$1,250
	based on historical actuals	1 - Unavoidable	\$750
	Inflationary increase	1 - Unavoidable	-\$3,950
	Mat cleaning	1 - Unavoidable	-\$3,000
	Mat cleaning + inflation	1 - Unavoidable	-\$2,700
	Roof repairs for Stewart Rd to fix recurring leaks	1 - Unavoidable	-\$40,000
- Purchased Services	Adjusted based on historical actuals	1 - Unavoidable	-\$5,000
	Annual Electrical/Pump Inspection	3 - Service Enhancement	-\$10,000
	Annual ESA Inspection	1 - Unavoidable	-\$1,500

GL Category	Description	Change Type	2022
	Annual VFD & Substation Inspections	3 - Service Enhancement	-\$7,000
	Based on historical actuals	1 - Unavoidable	\$5,000
	Based on historicals	1 - Unavoidable	-\$5,000
	inflationary adjustment	1 - Unavoidable	\$2,370
	Inflationary increase	1 - Unavoidable	-\$4,300
	In-pipe inspection of WTP intake (divers, rover camera). 60-year old pipe has not had an inspection completed. One-time charge.	3 - Service Enhancement	-\$75,000
	New annual structural inspections/monitoring at WTP due to settlement issues	3 - Service Enhancement	-\$15,000
	Reduce based on actuals	1 - Unavoidable	\$2,750
	Reduce budget based on historical actuals	1 - Unavoidable	\$2,500
	Reduce to \$75K – it was a placeholder for after underwater inspections	1 - Unavoidable	\$110,000
	Remove 2021 one time changes Increase is comprised of the following: Water electrical equipment condition assessment at the Collingwood Water Treatment Plant (\$20,000); Watermain Condition Assessment (\$18,000); Water electrical equipment condition assessment for in ground reservoirs (\$30,000).	1 - Unavoidable	\$68,000
	Reservoir inspection (every 3 years)	1 - Unavoidable	-\$15,000
	Reservoir repairs based on inspection	1 - Unavoidable	-\$185,000
	Underwater inspection (every 3 years) - Davey	1 - Unavoidable	-\$15,000
	Water modeling services	3 - Service Enhancement	-\$15,000
	Water/wastewater operating contract terminated	1 - Unavoidable	\$3,000
	Watermain condition assessments - create a new annual inspection program	3 - Service Enhancement	-\$18,000
- Salaries and Benefits	Contract Expired	1 - Unavoidable	-\$4,451
	Engineering Technologist	3 - Service Enhancement	-\$100,000
	Update Salary - contract removed	1 - Unavoidable	-\$32,838
	Water/wastewater operating contract terminated	1 - Unavoidable	\$37,289
	COLA	1 - Unavoidable	-\$149,770
- Transfers to Town Reserves and Reserve Funds	Remove 2021 Reserve Transfer	1 - Unavoidable	\$2,326,518
	Self Balance	1 - Unavoidable	-\$64
	Self Sustaining Dept	1 - Unavoidable	-\$1,918,486
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	-\$75,685
- Vehicle and Fleet Related	Adjust based on historical actuals	1 - Unavoidable	\$3,060
	avg	1 - Unavoidable	-\$40,000
	Based on historical actuals	1 - Unavoidable	-\$1,120

GL Category	Description	Change Type	2022
	inflationary adjustment	1 - Unavoidable	\$1,370
	Inflationary increase	1 - Unavoidable	-\$3,155
	Water/wastewater operating contract terminated	1 - Unavoidable	\$1,000

# Wastewater Services



**Wastewater Services**

**Division Team Leader: Heather McGinnity, Manager  
Environmental Services**

**Division Overview**

The Wastewater Division is responsible for the operation and maintenance of the Collingwood Wastewater Treatment Plant (WWTP), Minnesota Street Sewage Pump Station (SPS), St Clair SPS, Black Ash Creek SPS, Paterson Street SPS, Cranberry Trail SPS, Silver Glen SPS, Pretty River Estates SPS and the Tenth Line SPS. Maintaining treated wastewater quality and limiting treatment by-pass occasions is paramount.

The Wastewater Division also provide contract operational and maintenance services to Clearview Township for the Creemore Wastewater Treatment Plant, Stayner Wastewater Treatment Plant and Stayner Sewage Pumping Station.

Functions of the department can be categorized as follows:

**Wastewater Treatment:**

- Maintenance of all treatment processes and equipment at the Collingwood WWTP.
- Maintenance of eight pumping stations within the collection system.
- Monitoring (24 hours a day, 365 days a year) of flows and wastewater quality in accordance with our ECA.
- Weekday sampling in accordance with all regulations under the Ontario Water Resources Act.
- Weekday sampling of Extra Strength agreement customers
- Receive hauled sewage from third party haulers.

**Compliance:**

- All operations within the wastewater department must adhere to strict legislative requirements including:
  - o All requirements of the WWTP ECA
  - o All requirements of the ECAs for each SPS
  - o All requirements of the ECAs for the Creemore wastewater facilities
  - o O.Reg.129/04, the Ontario Water Resources Act
  - o Environment Canada's Wastewater Systems Effluent Regulations
  - o Green Energy Act – Energy and Conservation Demand Management
- The department is working on developing an internal Quality Management System as an internal plan-check-do system for standard operating procedures and emergency response procedures.

**Administration/Customer Service:**

- Address all customer inquiries and complaints as they relate to the wastewater treatment plant (operators at the plant)
- Address all customer inquiries and complaints as they relate to wastewater billing, which is an outcome of water meter reads (joint administration with water, completed by a third party)
- Administer hauled sewage accounts

**Staffing Complement**

2018 Approved	2019 Approved	2020 Approved	2021 Approved	2022 Change	2022 Request
8	8	8	8	0	8

**Division’s Pressures and Trends**

**Aging Infrastructure:**

Various components of the wastewater treatment infrastructure are approaching, or have exceeded, their useful life. This is resulting in increased operational challenges with failures and repairs. A detailed asset inventory for wastewater treatment and sewage pumping station equipment is being completed in 2020 and will help build a detailed asset replacement program to proactively mitigate some of these issues. Major capital replacements and upgrades are currently being scheduled as required.

**Climate Change:**

Increased frequency of high intensity precipitation events and high lake levels are having an adverse impact on the Town’s wastewater treatment infrastructure. Infiltration into sanitary sewers is increasing peak flows at the Wastewater Treatment Plant increasing the likelihood of by-pass events. Further to this, high lake levels are causing the WWTP overflow to be submerged which is contributing to sanitary sewer back-ups and reducing ability to discharge directly to the lake in emergencies.

**Regulatory:**

The Ministry of the Environment, Conservation and Parks (MECP) is requiring a new single regulatory approval for the entire wastewater collection system instead of having separate approvals for individual facilities and pipes making up the system. This will create some increased pressures in 2022 to ensure the Town can get the new consolidated approval, but should result in longer term efficiencies when incorporating minor system modifications and will consolidate reporting requirements.

**2022 Priorities**

## Community Based Strategic Plan Items

Transparent and Accountable Local Government - Enhance Public Trust:

- Inflow at the WWTP: As demonstrated with recent significant rainfall events, the Town's wastewater system is susceptible to significant inflow and infiltration of groundwater and runoff that contribute to sanitary system back ups and overflow/by-pass events at the Wastewater Treatment Plant (WWTP). This is an issue that is expected to get worse and potentially occur at a greater frequency as precipitation patterns change with a changing climate. It is anticipated this will be a multi year undertaking, potentially leading to a new program for the Town, that will require significant staff and capital resources to properly address. The first step will be to develop an I & I strategy and work plan, and updating/calibrating the existing wastewater hydraulic model.

Support and Manage Growth and Prosperity

- To support the outcome of the Interim Control By-Law, Town of Collingwood Official Plan review and County of Simcoe Municipal Comprehensive review, Staff will development a WWTP capacity allocation policy and reporting framework.

Transparent and Accountable Local Government

Continued work with Finance to strengthen the Asset Management Plan for core assets.

## Master Plan Priority Projects

Asset management

- Digester cleanout/rehabilitation
- Screw pump lifecycle replacement
- UV lamps lifecycle replacement

## Continuous Improvements

- Screw Pump Replacement: replace old (end of life), difficult to maintain and repair equipment with alternative technology that will facilitate easier access for future maintenance and repairs
- Paterson SPS Pump Replacement: replace old (end of life) pumps and upgrade facility to meet with new National Fire Protection Association guidelines
- Polymer Mixing System Enhancements: adding stairs and lifting devices to resolve a health and safety issue relating to the polymer mixing process at the WWTP
- Air Grit Valves - Existing butterfly valves on air grit require continued maintenance (cleaning and repairs). These valves will be replaced with pinch valves or plug valves, which are more appropriate for this application, to eliminate this operational issue.



## Operating Budget Details

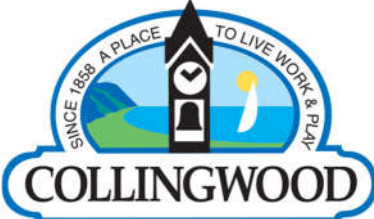
	2020 Actual	2020 Budget	2021 Actual	2021 Budget	2022 Budget	Variance	% Change
<b>Revenues / Funding Source</b>	<b>\$8,727,224</b>	<b>\$8,703,676</b>	<b>\$6,076,911</b>	<b>\$7,702,014</b>	<b>\$8,003,059</b>	<b>\$301,045</b>	<b>3.9%</b>
- Other	-\$7,204	\$43,030	\$184,814	\$43,030	\$43,030	\$0	0.0%
- Other Municipalities	\$300,503	\$374,100	\$337,858	\$374,100	\$418,861	\$44,761	12.0%
- Transfers from Town Reserves and Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	0.0%
- User Charges	\$8,433,925	\$8,286,546	\$5,554,239	\$7,284,884	\$7,541,168	\$256,284	3.5%
<b>Expenses / Expenditure</b>	<b>-\$8,716,349</b>	<b>-\$8,703,676</b>	<b>-\$4,341,539</b>	<b>-\$7,702,014</b>	<b>-\$8,003,059</b>	<b>-\$301,045</b>	<b>3.9%</b>
- Administrative Expenses	-\$1,212,285	-\$1,407,908	-\$958,689	-\$1,161,058	-\$1,164,558	-\$3,500	0.3%
- Equipment Related	-\$146,717	-\$219,500	-\$155,709	-\$219,500	-\$211,500	\$8,000	-3.6%
- Financial Expenses	-\$99,878	-\$92,720	-\$110,472	-\$111,264	-\$124,521	-\$13,257	11.9%
- Information Technology and Communications	-\$30,056	-\$26,000	-\$22,795	-\$28,000	-\$36,000	-\$8,000	28.6%
- Legal Expenses	\$0	-\$3,000	-\$4,143	-\$3,000	-\$4,000	-\$1,000	33.3%
- Long Term Debt Servicing	-\$1,618,737	-\$1,624,675	-\$673,068	-\$1,049,407	-\$1,049,407	\$0	0.0%
- Operating Expenses	-\$1,274,311	-\$1,265,150	-\$1,063,352	-\$1,439,250	-\$1,567,550	-\$128,300	8.9%
- Personnel and Training	-\$12,397	-\$36,500	-\$16,718	-\$30,000	-\$31,000	-\$1,000	3.3%
- Premise and Site	-\$67,066	-\$120,815	-\$15,371	-\$80,815	-\$92,815	-\$12,000	14.8%
- Purchased Services	-\$151,087	-\$282,200	-\$50,795	-\$317,200	-\$483,000	-\$165,800	52.3%
- Salaries and Benefits	-\$919,855	-\$1,040,074	-\$802,313	-\$1,052,723	-\$1,067,542	-\$14,819	1.4%
- Transfers to Town Reserves and Reserve Funds	-\$2,593,487	-\$1,958,359	\$0	-\$1,550,328	-\$1,519,006	\$31,322	-2.0%
- Utilities	-\$456,218	-\$482,185	-\$388,933	-\$508,879	-\$513,700	-\$4,821	0.9%
- Vehicle and Fleet Related	-\$134,256	-\$144,590	-\$79,182	-\$150,590	-\$138,460	\$12,130	-8.1%
<b>Grand Total</b>	<b>\$10,875</b>	<b>\$0</b>	<b>\$1,735,372</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

GL Category	Description	Change Type	2022
- Other Municipalities	Balance account revenues & expenses	1 - Unavoidable	\$44,761
- User Charges	Inflation - Based on rate study	1 - Unavoidable	\$256,284
- Administrative Expenses	General office supply purchases (not previously budgeted)	1 - Unavoidable	-\$1,500
	Inflationary increase	1 - Unavoidable	-\$2,000
	Move to overhead	1 - Unavoidable	\$2,000
	Printer/copier charges (moved from 9550)	1 - Unavoidable	-\$2,000
- Equipment Related	Adding equivalent amount to new GL for Equipment Purchases/Rentals	1 - Unavoidable	-\$20,000
	Adjust based on historical actuals	1 - Unavoidable	-\$5,000
	Adjust based on recent facility upgrade	1 - Unavoidable	-\$1,500
	Adjust due to recent facility upgrades	1 - Unavoidable	-\$1,500

GL Category	Description	Change Type	2022
	New code - moved equivalent amount from Repairs and Maintenance GL	1 - Unavoidable	\$20,000
- Financial Expenses	As per Finance notes (moved from 9550)	1 - Unavoidable	\$124,521
	Inflationary increase	1 - Unavoidable	-\$13,257
	Move to overhead code	1 - Unavoidable	-\$124,521
- Information Technology and Communications	Backup software as per M. Nancekivell	1 - Unavoidable	\$3,000
	Lifecycle replacements of 7 iPhones	1 - Unavoidable	\$3,000
	Monthly cell phone bills, hardware replacements (moved from 9550)	1 - Unavoidable	\$28,000
	Move to overhead	1 - Unavoidable	-\$28,000
	Not previously budgeted.	1 - Unavoidable	\$2,000
- Legal Expenses	Inflationary increase	1 - Unavoidable	-\$1,000
	Legal consulting services (moved from 9550)	1 - Unavoidable	-\$3,000
	Move to overhead code	1 - Unavoidable	\$3,000
- Operating Expenses	Adding equivalent amount to new Materials GL, new overhead code	1 - Unavoidable	\$5,000
	Adjust based on historical actuals/new lab services contract	1 - Unavoidable	\$5,000
	Adjust based on historical costs/new lab service contract	1 - Unavoidable	\$5,000
	Beach 1 support to generate new report templates/SQL server transition - one time charge	3 - Service Enhancement	-\$18,000
	Contractor services to clean/repair a digester in 2022	1 - Unavoidable	-\$175,000
	General purchases (moved from 9550)	1 - Unavoidable	-\$2,500
	Increase based on historical actual costs	1 - Unavoidable	-\$14,700
	Increase based on historical actuals	1 - Unavoidable	-\$1,000
	Increase due to greater volumes of sludge being generated	1 - Unavoidable	-\$75,000
	Inflationary increase	1 - Unavoidable	-\$12,000
	Materials for Co Gen operation	1 - Unavoidable	-\$10,000
	New GL - moved equivalent amount from Sundry GL	1 - Unavoidable	-\$2,500
	reallocation	1 - Unavoidable	\$17,400
	Remove 2021 one time changes Increase to perform rehabilitation work on digester #1.	1 - Unavoidable	\$150,000
- Personnel and Training	Annual conference attendance (moved from 9550)	1 - Unavoidable	-\$5,000
	Courses, workshops for wastewater staff (moved from 9550 + inflation)	1 - Unavoidable	-\$10,000
	Inflationary increase	1 - Unavoidable	-\$1,000
	Move to overhead	1 - Unavoidable	\$10,000
	Move to overhead code	1 - Unavoidable	\$13,500
	Uniforms and boots purchases (moved from 9550)	1 - Unavoidable	-\$8,500
- Premise and Site	Adjust based on recent facility upgrades	1 - Unavoidable	\$1,000

GL Category	Description	Change Type	2022
	Cleaning supplies (moved from 9550)	1 - Unavoidable	-\$1,000
	Grass cutting at WWTP and SPS locations (Parks can no longer provide this service)	1 - Unavoidable	-\$7,500
	Inflationary increase	1 - Unavoidable	-\$500
	Move to overhead code	1 - Unavoidable	\$40,565
	Payment in lieu of property taxes (moved from 9550)	1 - Unavoidable	-\$39,565
	Weekly cleaning services for WWTP admin building	3 - Service Enhancement	-\$5,000
- Purchased Services	Adjust based on actuals	1 - Unavoidable	\$1,200
	Adjust based on historical actuals	1 - Unavoidable	\$6,500
	Consulting services to support rehab of a digester in 2022	1 - Unavoidable	-\$100,000
	Existing record drawings for the Wastewater Treatment Plant SCADA and electrical equipment are incomplete due to various upgrades and replacements over the life of the site. Having a complete, up to date set of record drawings is critical to support on-going capital and operational upgrades at the facility.	3 - Service Enhancement	-\$50,000
	General engineering, other support (moved from 9550)	1 - Unavoidable	-\$10,000
	Inflationary increase	1 - Unavoidable	-\$1,500
	Maintenance and repairs of Co Gen unit	1 - Unavoidable	-\$10,000
	Move to overhead code	1 - Unavoidable	\$10,000
	New GL code for vac truck services, etc.	1 - Unavoidable	-\$2,500
	reallocation	1 - Unavoidable	-\$9,500
	Remove 2021 one time changes Increase in expense for digester rehabilitation and condition assessment	1 - Unavoidable	\$50,000
	SCADA and Electrical Drawing Updates	3 - Service Enhancement	-\$50,000
- Salaries and Benefits	COLA	1 - Unavoidable	\$14,819
- Transfers to Town Reserves and Reserve Funds	Remove 2021 Surplus Transfer	1 - Unavoidable	\$1,517,702
	Self Sustaining Fund	1 - Unavoidable	-\$1,486,380
- Utilities	Hydro estimate based on Finance trend analysis see attached spreadsheet	1 - Unavoidable	\$3,359
	Natural Gas inflation 3%	1 - Unavoidable	-\$8,180
- Vehicle and Fleet Related	inflationary adjustment	1 - Unavoidable	\$1,530
	Redundant code (vehicle accounts)	1 - Unavoidable	\$10,600

# TOWN OF COLLINGWOOD 2022 CAPITAL BUDGET



# CAPITAL BUDGET OVERVIEW

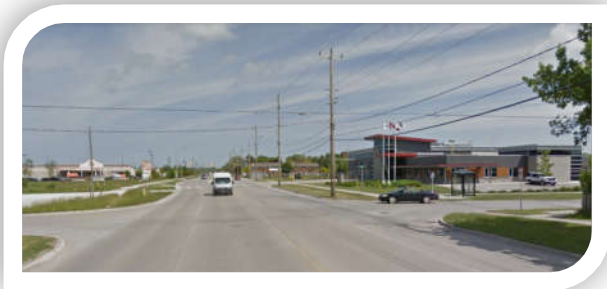
The total capital expenditures for 2022 will be \$51.6 million, and the list of proposed projects and funding sources follows.

The funding includes both in-year transfers to projects from the Operating Budget (including the Capital Levy), as well as funding from the Reserves and Reserve Funds and the other sources shown.

Staff Report T2021-11 dated June 2021 provided a full overview of the Town’s Reserves and Reserve Funds, their definitions and sufficiency moving forward.

**Reserve:** A reserve is a type of dedicated municipal finance account that is set up for a specific purpose. It is comparable to a savings account.

\$27.4 million of the Town’s capital expenditures are considered non-tax supported and consist of capital projects that are financed through user rates (such as water and wastewater), user fees (such as building permits) or fines (such as parking).



Roads and public transit have significant capital expenditures, including the widening of Mountain Road (\$4.8M) and Minnesota Storm Sewer Repair project (\$5.1M).

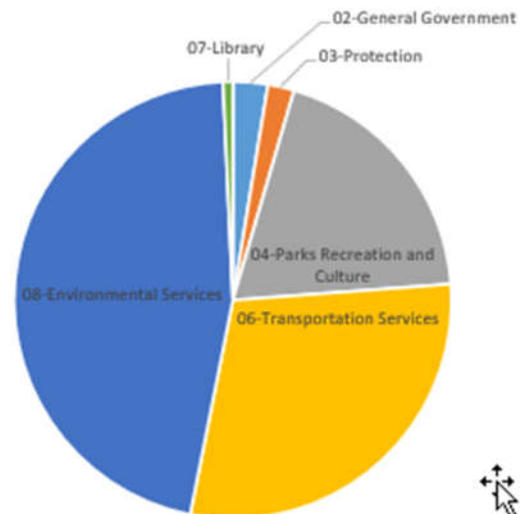
Parks, Recreation and Culture’s capital projects in 2022 include initial expenditures for multi-year projects such as Enviropark replacement (\$1.5M),

Harbourview Splash Pad (\$1.3M), and (\$750k) for Shoreline Restoration at Sunset Point Park.

General Government consists of municipal facilities and administrative support. Capital projects for 2022 include accommodations/renovations to Town Hall, IT related projects and additional customer service-related software purchases.

Much of the funding for these projects comes from reserve funds, grants from the federal or provincial government or development charges. About 1.0% or \$533,500 is being taken from 2022 taxes.

Each Capital project is prioritized according to the following categories in order of priority from most important to least important: **Legislated, Health and Safety, Cost Savings/Payback, Asset Management, Growth, and Service Enhancement.**



Project Name	Funding Source	Total 2022 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	User Fees / Recoveries
9119 - Integrated Work Management Software	OCIF	5,000	-	-	5,000	-	-	-	-	-
9121 - Town Hall Refurbishment Program	General Reserve	225,000	-	-	-	-	225,000	-	-	-
9122 - Clerks Electronic Records Mngmnt	Modernization	75,000	-	-	75,000	-	-	-	-	-
9129 - Strategic Land Acquisition	Land Acquisition Fund	20,000	-	-	-	-	-	20,000	-	-
912C - Envelope Stuffer	Tax	8,000	8,000	-	-	-	-	-	-	-
9132 - HRIS	Modernization	100,000	-	-	100,000	-	-	-	-	-
9134 - CRM Customer Service Software ITSC-19-002	Modernization	41,000	-	-	41,000	-	-	-	-	-
9135 - Collingwood Terminals	Tax	60,000	60,000	-	-	-	-	-	-	-
9141 - Computer Hardware	Tax	5,000	5,000	-	-	-	-	-	-	-
9143 - Computer Software	Tax	2,500	2,500	-	-	-	-	-	-	-
9144 - Networking - WAN & LAN Infrastructure	Tax	3,000	3,000	-	-	-	-	-	-	-
9145 - Doorlock replacement	Lifecycle - NonCore	35,000	-	-	-	-	-	35,000	-	-
9146 - UPS	Modernization	37,000	-	-	37,000	-	-	-	-	-
9148 - Desktop/Laptop Replacements	Lifecycle - NonCore	58,550	-	-	-	-	-	58,550	-	-
914A - IT Master Plan	Modernization	80,000	-	-	80,000	-	-	-	-	-
9364 - New Accommodation - P/W Building and Shop renovations	DC	500,000	-	500,000	-	-	-	-	-	-
9136 - New Accommodation Townhall - Retrofit	Tax	100,000	100,000	-	-	-	-	-	-	-
<b>TOTAL CORPORATE MANAGEMENT</b>		<b>1,355,050</b>	<b>178,500</b>	<b>500,000</b>	<b>338,000</b>	<b>-</b>	<b>225,000</b>	<b>113,550</b>	<b>-</b>	<b>-</b>
9201 - Fire Bunker Gear	Lifecycle - NonCore	120,000	-	-	-	-	-	120,000	-	-
9202 - Fire Master Plan - Community Risk Assessment	DC	25,000	-	25,000	-	-	-	-	-	-
9203 - Vehicle Replacements	Lifecycle - NonCore	60,000	-	-	-	-	-	60,000	-	-
9205 - Hydraulic Tools	Lifecycle - NonCore	40,000	-	-	-	-	-	40,000	-	-
<b>TOTAL FIRE</b>		<b>245,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>220,000</b>	<b>-</b>	<b>-</b>
9210 - OPP Building	Lifecycle - NonCore	265,000	-	-	10,000	-	-	225,000	-	30,000
921a - OPP additional gear new officers	DC	2,308	-	2,308	-	-	-	-	-	-
<b>TOTAL OPP</b>		<b>267,308</b>	<b>-</b>	<b>2,308</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>225,000</b>	<b>-</b>	<b>30,000</b>
9230 - Building Fleet	Building RF	36,000	-	-	-	-	-	36,000	-	-
<b>TOTAL BUILDING</b>		<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>36,000</b>	<b>-</b>	<b>-</b>
9484 - Parking Replacement Meters	Parking RF	10,000	-	-	-	-	-	10,000	-	-
948A - Meter Replacement	Parking DC	375,000	-	-	-	-	375,000	-	-	-
948E - Parking Accommodation Study	Parking DC	80,000	-	80,000	-	-	-	-	-	-
948G - Marina Parking Meters	0	15,000	-	-	-	-	-	15,000	-	-
<b>TOTAL PARKING</b>		<b>480,000</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>	<b>375,000</b>	<b>25,000</b>	<b>-</b>	<b>-</b>
97WW - PRC Master Plan Refresh	Tax	20,000	20,000	-	-	-	-	-	-	-
97XX - Wilson Memorial	Tax	35,000	35,000	-	-	-	-	-	-	-
9701 - Waterfront Safety	Tax	10,000	10,000	-	-	-	-	-	-	-
9702 - Huron Street Sidewalk	ICIP Grant	5,000	-	-	5,000	-	-	-	-	-
9703 - Shade Shelters	DC	50,000	-	50,000	-	-	-	-	-	-
9704 - Trail Development	DC	150,000	-	150,000	-	-	-	-	-	-
9706 - Sea Cans	Waterfront MP	35,000	-	-	-	-	-	35,000	-	-
9708 - Neighbourhood Park Replacement/Enhancements	DC	100,000	35,000	65,000	-	-	-	-	-	-
970e - St. Marie St North Block 9 Park	DC	75,000	-	75,000	-	-	-	-	-	-
970O - Harbourview Park Lighting	DC	300,000	-	300,000	-	-	-	-	-	-
970Q - Harbourview Park Landscaping	DC	224,000	-	224,000	-	-	-	-	-	-
970R - Harbourview Park Servicing	DC	184,010	-	184,010	-	-	-	-	-	-
970U - Harbourview Park Asphalt Trail	DC	52,188	-	52,188	-	-	-	-	-	-
970W - Harbourview Park Signage	DC	70,000	-	70,000	-	-	-	-	-	-
970X - Heritage Drive Reconstruction and Parking	DC 22%	500,000	-	500,000	-	-	-	-	-	-
9710 - Trail Bridges	DC	500,000	-	500,000	-	-	-	-	-	-
9713 - Fisher Field Improvements	DC	635,000	-	635,000	-	-	-	-	-	-
9719 - Shoreline Restoration - Sunset Point	Lifecycle - NonCore	750,000	-	37,500	-	-	-	712,500	-	-
971C - Ridgeline Granular Pathways	DC	50,000	-	50,000	-	-	-	-	-	-
9723 - Harbour East Wall Docking phases	DC	125,000	-	125,000	-	-	-	-	-	-
9724 - Wilson Sheffield Park	DC	50,000	-	50,000	-	-	-	-	-	-
9727 - Harbourview Splash Pad	DC	1,300,000	-	1,300,000	-	-	-	-	-	-

Project Name	Funding Source	Total 2022 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	User Fees / Recoveries
9728 - PRC Summit View Park	DC	50,000		50,000				-		
972P - Sunset Point Benches	DC	60,000		60,000						
9731 - Parkway Medians	Lifecycle - NonCore	220,000						220,000		
9733 - Asphalt Walkways	Lifecycle - NonCore	15,000						15,000		
9734 - IT Requirements	Taxes	25,000	25,000					-		
9741 - Truck Replacements/Enhancements	Lifecycle - NonCore	83,000		8,300				74,700		
9742 - Shoreline Restoration - Millennium Park	Lifecycle - NonCore	750,000		37,500	712,500					
9743 - Town Signage	Lifecycle - NonCore	10,000		10,000						
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	DC	66,000		66,000						
9745 - Parks Equipment	DC	59,000		39,530				19,470		
97YY - Healing Forest	Tax	30,000	30,000							
9709 - Playground Replacements - Sunset Point EnviroPark	Lifecycle - NonCore	1,450,000		319,000	500,000			481,000	150,000	
9705 - PRC Facility Equipment	DC	90,000		90,000				-		
9711 - Central Park Arena - Facility Maintenance / Improvements	0	33,000						33,000		
9711A - Water Aerator	Tax	45,000	45,000							
9712 - EBMA - Facility Maintenance / Improvements	Lifecycle - NonCore	90,000					-	90,000		
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	DC	350,000		350,000				-		
9716 - Curling Facility - Facility Maintenance / Improvements	Lifecycle - NonCore	70,000			70,000			-		
9718 - Museum Building - Facility Maintenance / Improvements	Lifecycle - NonCore	45,000						45,000		
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	Community Buildnig Fund	450,000			450,000		-			
977H - Sailing School Equipment	Lifecycle - NonCore	15,154					10,103	5,051		
9738 - Tremont Public Art Commission	Public Art Reserve	37,000					37,000			
9739 - Heading Dockside Mural Replacement	Public Art Reserve	26,500					26,500			
973A - Event Folding Chairs	Lifecycle - NonCore	36,500						36,500		
9760 - Museum Gallery Retrofit	Lifecycle - NonCore	19,000						19,000		
<b>TOTAL PRC</b>		<b>9,345,352</b>	<b>200,000</b>	<b>5,398,028</b>	<b>1,737,500</b>	<b>-</b>	<b>73,603</b>	<b>1,786,221</b>	<b>150,000</b>	<b>-</b>
9322B - Catch Basin Grate Replacements	Lifecycle	70,000						70,000		
9322C - Traffic Signal Controller Upgrades	Lifecycle	60,000						60,000		
9322D - Parking Lane Resurfacing	Parking RF	62,000						62,000		
9324 - Provision for Development-Related Vehicles	DC	366,310		366,310						
9329 - Crosswalks	FGT	220,000			220,000					
9330 - Traffic Calming	Taxes	135,000	135,000					-		
9331 - Peel Street - Hume to Bush	DC	125,000		80,000				45,000		
9332 - Large Tools & Office Equipment Replacement PW 04	PW Reserve	10,000	10,000				-			
9352 - Sidewalk Repairs	Lifecycle	200,000						200,000		
9362 - Crosswalk Huron and Niagara	ICIP	45,000			45,000					
9366 - 545 10th Line Lifecycle	Lifecycle	185,000		11,900	-			173,100		
9369 - Hurontario and Lockhart - Intersection	Lifecycle	5,000						5,000		
9371 - High St - 10th St to Poplar Sideroad	DC 63%	165,000		103,950				61,050		
9377 - Guide Rail Repairs	OCIF	240,000			240,000					
9378 - Connaught Storm Sewer	Lifecycle	50,000						50,000		
9379 - Pretty River Channelization	Lifecycle	200,000						200,000		
9380 - Asphalt Resurfacing PW 09	OCIF	330,000			165,000			165,000		
9382 - Vehicle Replacement PW 02	PW Reserve	851,950					851,950			
9383 - 3rd St and High - Intersection	Land Acquisition Fund	400,000		-				400,000		
9384 - Cranberry Trail West Drainage Improvments	Lifecycle	575,000			575,000					
9387 - Bridge Rehabilitation	OCIF	650,000			650,000					
9388 - Mountain Road Widening	DC/ICIP	4,705,940		3,939,972	765,968			-		
9389 - Minnesota Storm Sewer Repair	Debt Funded - 100%	5,116,750			350,000	4,766,750		-		
93X0 - Replace Salt Storage Facility	Lifecycle	300,000		150,000				150,000		
9423 - Bus Shelters	DC	7,250		7,250						
9424 - Bus replacement and Refurbishment	ICIP/Lifecycle	150,000		-	126,000			24,000		
9433 - Streetlight Installation	Taxes	10,000	10,000							
<b>TOTAL TRANSPORTATION</b>		<b>15,235,200</b>	<b>155,000</b>	<b>4,659,382</b>	<b>3,136,968</b>	<b>4,766,750</b>	<b>851,950</b>	<b>1,665,150</b>	<b>-</b>	<b>-</b>

Project Name	Funding Source	Total 2022 Cost	Taxes	Development Charges	Grant	Debt	Reserve	Reserve Fund	Donations	User Fees / Recoveries
9751 - Accessible Entrance Doors	Lifecycle - NonCore	150,000	-	-	-	-	-	150,000	-	-
9752 - I.T. Replacement - Training Room & Public Computers	Library Reserve	9,000	-	-	-	-	9,000	-	-	-
9753 - Library Geothermal	Lifecycle - NonCore	25,000	-	-	-	-	-	25,000	-	-
975J - Library Heat Pump Access	Lifecycle - NonCore	30,000	-	-	-	-	30,000	-	-	-
975K - Library Heat Pump Replacement	Lifecycle - NonCore	150,000	-	-	-	-	150,000	-	-	-
975L - Library Lighting Retrofits	FGT	20,000	-	-	20,000	-	-	-	-	-
<b>TOTAL LIBRARY</b>		<b>384,000</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>189,000</b>	<b>175,000</b>	<b>-</b>	<b>-</b>
9322A - Sewer Camera Replacement	Wastewater Reserve Fund	16,500	-	-	-	-	-	16,500	-	-
9505 - Sanitary Renewal Program	Lifecycle	2,975,000	-	-	-	-	-	2,975,000	-	-
9506 - Sanitary Sewer Grouting and Manhole Repairs	Wastewater Reserve Fund	50,000	-	-	-	-	-	50,000	-	-
9511 - WW Vehicles	Wastewater Reserve Fund	107,000	-	-	-	-	-	107,000	-	-
9532 - Sewage Pumping Station Refurbishments	Wastewater Reserve Fund	40,000	-	-	-	-	-	40,000	-	-
9550 - Wastewater Treatment Plant Refurbishment	Wastewater Reserve Fund	310,000	-	-	-	-	-	310,000	-	-
9553 - Inflow at WWTP	Wastewater Reserve Fund	250,000	-	-	-	-	-	250,000	-	-
9554 - Paterson SPS Pump Replacements	Wastewater Reserve Fund	800,000	-	-	-	-	-	800,000	-	-
9558 - Osler Bluff Lagoon	Wastewater Reserve Fund	250,000	-	-	-	-	-	250,000	-	-
9581 - WWTP Sludge Transfer Pump Replacements	Wastewater Reserve Fund	390,000	-	-	-	-	-	390,000	-	-
9583 - WWTP Screw Pump Rehabilitation	Wastewater Reserve Fund	905,000	-	-	-	-	-	905,000	-	-
<b>TOTAL WASTEWATER</b>		<b>6,093,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,093,500</b>	<b>-</b>	<b>-</b>
9600 - Water Efficiency Measures	Water Reserve Fund	20,000	-	20,000	-	-	-	-	-	-
960A - 100mm Watermain Replacement	Water Reserve Fund	120,000	-	-	-	-	-	120,000	-	-
960H - Booster Pumping Station Refurbishments	Water Reserve Fund	20,000	-	-	-	-	-	20,000	-	-
9610 - Vehicles & Equipment	Water Reserve Fund	387,000	-	-	-	-	-	387,000	-	-
9611 - Large Tools	Water Reserve Fund	36,000	-	-	-	-	-	36,000	-	-
9620 - Carmichael Reservoir Upgrades	DC	1,403,000	-	1,403,000	-	-	-	-	-	-
9621 - In Ground Reservoir	Water Reserve Fund	20,000	-	-	-	-	-	20,000	-	-
9622 - Osler Bluff Booster Station Improvements	Water Reserve Fund	11,000	-	-	-	-	-	11,000	-	-
9625 - Water Meter Data Analytics Software	Water Reserve Fund	50,000	-	-	-	-	-	50,000	-	-
9627 - New /Replacement Water Meter/Transmitters	Water Reserve Fund	85,000	-	-	-	-	-	85,000	-	-
9640 - Water Treatment Plant Refurbishment	Water Reserve Fund	660,000	-	-	-	-	-	660,000	-	-
9641 - Water Treatment Plant Expansion	Other Muni	11,670,000	-	5,189,680	-	-	-	166,320	-	6,314,000
9643 - Water Treatment Plant Membrane Filter Replacements	Water Reserve Fund	500,000	-	-	-	-	-	500,000	-	-
9644 - Water SCADA Improvements	Water Reserve Fund	615,000	-	-	-	-	-	615,000	-	-
9645 - New Residential and General Water Services	Exp Recovery	88,000	-	-	-	-	-	8,800	-	79,200
9646 - Water Services Replacement	Water Reserve Fund	118,000	-	-	-	-	-	118,000	-	-
9648 - New Watermains	DC	50,000	-	42,500	-	-	-	7,500	-	-
9649 - Watermain Replacement	DC	2,100,000	-	1,785,000	-	-	-	315,000	-	-
9650 - Hydrants	Water Reserve Fund	20,000	-	-	-	-	-	20,000	-	-
9652 - Valve Additions and Replacements	Water Reserve Fund	225,000	-	-	-	-	-	225,000	-	-
<b>TOTAL WATER</b>		<b>18,198,000</b>	<b>0</b>	<b>8,440,180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,364,620</b>	<b>0</b>	<b>6,393,200</b>
<b>GRAND TOTAL</b>		<b>\$ 51,639,410</b>	<b>\$ 533,500</b>	<b>\$ 19,104,898</b>	<b>\$ 5,242,468</b>	<b>\$ 4,766,750</b>	<b>\$ 1,714,553</b>	<b>\$ 13,704,041</b>	<b>\$ 150,000</b>	<b>\$ 6,423,200</b>



## 10 YEAR CAPITAL BUDGET

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
9119 - Integrated Work Management Software	5,000	-	-	-	-	-	-	-	-	-	5,000
9121 - Town Hall Refurbishment Program	225,000	-	-	-	-	-	-	-	-	-	225,000
9122 - Clerks Electronic Records Mngmnt	75,000	-	-	-	-	-	-	-	-	-	75,000
9125 - Server Asset Management	-	150,000	100,000	-	-	170,000	110,000	-	-	-	530,000
9126 - Collingwood.ca Website redesign	-	-	50,000	-	-	-	-	-	-	-	50,000
9129 - Strategic Land Acquisition	20,000	-	-	-	-	-	-	-	-	-	20,000
912A - DC Study	-	-	45,000	87,500	87,500	87,500	87,500	87,500	87,500	-	570,000
912B - EBMA Accomodation	-	-	-	4,300,000	-	-	-	-	-	-	4,300,000
912C - Envelope Stuffer	8,000	-	-	-	-	-	-	-	-	-	8,000
9132 - HRIS	100,000	-	-	-	-	-	-	-	-	-	100,000
9134 - CRM Customer Service Software ITSC-19-002	41,000	-	-	-	-	-	-	-	-	-	41,000
9135 - Collingwood Terminals	60,000	8,000,000	-	-	-	-	-	-	-	-	8,060,000
9141 - Computer Hardware	5,000	-	-	-	-	-	-	-	-	-	5,000
9143 - Computer Software	2,500	-	-	-	-	-	-	-	-	-	2,500
9144 - Networking - WAN & LAN Infrastructure	3,000	-	-	-	-	-	-	-	-	-	3,000
9145 - Doorlock replacement	35,000	35,000	35,000	-	-	-	-	-	-	-	105,000
9146 - UPS	37,000	-	-	-	-	-	-	-	-	-	37,000
9147 - Backup Appliances	-	-	-	34,000	-	-	-	-	-	-	34,000
9148 - Desktop/Laptop Replacements	58,550	73,950	66,300	22,250	58,550	73,950	66,300	57,470	57,470	-	534,790
9149 - SIEM network Asset Management	-	-	38,000	-	-	-	-	-	-	-	38,000
914A - IT Master Plan	80,000	-	-	-	-	-	-	-	-	-	80,000
9364 - New Accommodation - P/W Building and Shop renovations	500,000	1,800,000	-	-	-	-	-	-	-	-	2,300,000
9136 - New Accommodation Townhall - Retrofit	100,000	-	-	-	-	-	-	-	-	-	100,000
<b>TOTAL CORPORATE MANAGEMENT</b>	<b>1,355,050</b>	<b>10,058,950</b>	<b>334,300</b>	<b>4,443,750</b>	<b>146,050</b>	<b>331,450</b>	<b>263,800</b>	<b>144,970</b>	<b>144,970</b>	<b>-</b>	<b>17,223,290</b>
9230 - Building Fleet	36,000	-	37,000	-	-	-	-	-	-	-	73,000
<b>TOTAL BUILDING</b>	<b>36,000</b>	<b>-</b>	<b>37,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>73,000</b>
923B - Animal Control truck	-	-	-	-	62,053	-	-	-	-	-	62,053
926X - New By-law Vehicle	-	65,000	-	-	-	-	-	-	-	-	65,000
<b>TOTAL BYLAW</b>	<b>-</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>62,053</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127,053</b>
9201 - Fire Bunker Gear	120,000	-	-	-	-	75,000	-	-	-	-	195,000
9202 - Fire Master Plan - Community Risk Assessment	25,000	-	-	-	-	-	-	-	-	-	25,000
9203 - Vehicle Replacements	60,000	800,000	60,000	2,000,000	860,000	60,000	65,000	65,000	35,000	-	4,005,000
9205 - Hydraulic Tools	40,000	-	65,000	-	-	70,000	-	70,000	-	-	245,000
9206 - Fire Hose Replacement	-	50,000	-	-	-	-	-	-	-	-	50,000
9207 - Land East End Fire Station	-	1,600,000	3,000,000	-	-	-	-	-	-	-	4,600,000
920a - Fire Radio Replacement	-	-	-	-	125,000	-	-	-	-	-	125,000
920c - Pumper east end fire station	-	-	750,000	-	-	-	-	-	-	-	750,000
920d - Rescue East End Fire Station	-	-	-	550,000	-	-	-	-	-	-	550,000
920e - Pumper/Tanker East End Fire Station	-	-	-	-	-	-	181,250	181,250	181,250	-	543,750
920f - Squirt Aerial East End Fire Station	-	-	-	-	-	-	275,000	275,000	275,000	-	825,000
920h - Fire Boat	-	-	-	-	-	-	-	-	40,000	-	40,000
920l - New Fire Fighters	-	-	24,000	24,000	24,000	24,000	24,000	24,000	24,000	-	168,000
<b>TOTAL FIRE</b>	<b>245,000</b>	<b>2,450,000</b>	<b>3,899,000</b>	<b>2,574,000</b>	<b>1,009,000</b>	<b>229,000</b>	<b>545,250</b>	<b>615,250</b>	<b>555,250</b>	<b>-</b>	<b>12,121,750</b>
9210 - OPP Building	265,000	-	-	-	-	-	-	-	-	-	265,000
921a - OPP additional gear new officers	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	2,308	-	20,772
921B - OPP Additional space	-	-	-	-	-	-	500,000	500,000	500,000	-	1,500,000
<b>TOTAL OPP</b>	<b>267,308</b>	<b>2,308</b>	<b>2,308</b>	<b>2,308</b>	<b>2,308</b>	<b>2,308</b>	<b>502,308</b>	<b>502,308</b>	<b>502,308</b>	<b>-</b>	<b>1,785,772</b>
9484 - Parking Replacement Meters	10,000	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	80,000
948A - Meter Replacement	375,000	-	-	-	-	-	-	-	-	-	375,000
948B - Waterfront Expansion	-	75,000	-	-	-	-	-	-	-	-	75,000
948C - Provision for 100 Space Parking Garage	-	4,416,323	-	-	-	-	-	-	-	-	4,416,323

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
948D - Provision for 100 Space Parking Lot	-	-	-	3,378,487	-	-	-	-	-	-	3,378,487
948E - Parking Accommodation Study	80,000	-	-	-	-	-	-	-	-	-	80,000
948F - Provision for New Street Parking spaces	-	-	-	-	172,303	-	-	-	-	-	172,303
948G - Marina Parking Meters	15,000	-	-	-	-	-	-	-	-	-	15,000
<b>TOTAL PARKING</b>	<b>480,000</b>	<b>4,491,323</b>	<b>10,000</b>	<b>3,388,487</b>	<b>182,303</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>8,592,113</b>
9701 - Waterfront Safety	10,000	-	-	-	-	-	-	-	-	-	10,000
9702 - Huron Street Sidewalk	5,000	-	-	-	-	-	-	-	-	-	5,000
9703 - Shade Shelters	50,000	40,000	30,000	20,000	40,000	50,000	50,000	50,000	50,000	-	380,000
9704 - Trail Development	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	950,000
9705 - PRC Facility Equipment	90,000	12,000	12,000	55,000	67,000	50,000	1,250	65,000	20,000	12,500	384,750
9706 - Sea Cans	35,000	-	-	-	-	-	-	-	-	-	35,000
9708 - Neighbourhood Park Replacement/Enhancements	100,000	-	-	-	-	-	-	-	-	-	100,000
970b - Central Park Parking Lot	-	-	400,000	-	-	-	-	-	-	-	400,000
970c - Old Village Park Washroom	-	200,000	-	-	-	-	-	-	-	-	200,000
970d - Linksvie Park	-	-	-	1,210,000	-	-	-	-	-	-	1,210,000
970e - St. Marie St North Block 9 Park	75,000	500,000	-	-	-	-	-	-	-	-	575,000
970f - Kings Property Dev Park	-	550,000	-	-	-	-	-	-	-	-	550,000
970g - SSP Canteen Washroom	-	500,000	-	-	-	-	-	-	-	-	500,000
970i - SSP Sunset Point Black Rock Washrrom	-	500,000	-	-	-	-	-	-	-	-	500,000
970j - Promenade Dock Ph 3	-	125,000	125,000	-	-	-	-	-	-	-	250,000
970k - Provision for Development related park	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
970l - Provision for development related park II	-	-	300,000	1,200,000	-	-	-	-	-	-	1,500,000
970M - Baseball Facility	-	-	-	500,000	5,500,000	-	-	-	-	-	6,000,000
970N - Cranberry Quay/Balsam St Bike Lanes	-	-	-	-	10,000	-	-	-	-	-	10,000
970O - Harbourview Park Lighting	300,000	-	-	-	-	-	-	-	-	-	300,000
970P - Harbourview Park Pavilion	-	-	-	-	-	2,369,325	-	-	-	-	2,369,325
970Q - Harbourview Park Landscaping	224,000	-	-	-	-	-	-	-	-	-	224,000
970R - Harbourview Park Servicing	184,010	-	-	-	-	-	-	-	-	-	184,010
970S - Harbourview Park Boat Storage Building	-	-	227,500	682,500	-	-	-	-	-	-	910,000
970T - Harbourview Park Floating Docks	-	45,063	45,063	45,063	45,063	-	-	-	-	-	180,252
970U - Harbourview Park Asphalt Trail	52,188	-	-	-	-	-	-	-	-	-	52,188
970V - Harbourview Park Public Art Pieces	-	42,000	42,000	-	-	-	-	-	-	-	84,000
970W - Harbourview Park Signage	70,000	-	-	-	-	-	-	-	-	-	70,000
970X - Heritage Drive Reconstruction and Parking	500,000	2,500,000	-	-	-	-	-	-	-	-	3,000,000
970Y - Collingwood Pier Pedestrian Lighting	-	159,600	-	-	-	-	-	-	-	-	159,600
970Z - Collingwood Pier Services	-	880,040	880,040	-	-	-	-	-	-	-	1,760,080
9710 - Trail Bridges	500,000	100,000	-	-	-	-	-	-	-	-	600,000
9711 - Central Park Arena - Facility Maintenance / Improvements	33,000	75,000	200,000	25,000	100,000	6,750	300,000	50,000	7,500	100,000	897,250
9711A - Water Aerator	45,000	-	-	-	-	-	-	-	-	-	45,000
9712 - EBMA - Facility Maintenance / Improvements	90,000	155,000	170,000	200,000	195,000	500,000	5,000,000	500,000	150,000	-	6,960,000
9713 - Fisher Field Improvements	635,000	-	-	-	-	-	-	-	-	-	635,000
9714 - Central Park Outdoor Rink - Facility Maintenance / Improvements	350,000	30,000	1,500,000	250,000	30,000	50,000	50,000	50,000	50,000	50,000	2,410,000
9716 - Curling Facility - Facility Maintenance / Improvements	70,000	425,000	300,000	45,000	-	30,000	-	-	-	-	870,000
9718 - Museum Building - Facility Maintenance / Improvements	45,000	55,000	111,450	185,000	130,000	75,000	50,000	-	-	-	651,450
9719 - Shoreline Restoration - Sunset Point	750,000	-	-	-	-	-	-	-	-	-	750,000
971A - Collingwood Pier Terminals Repair	-	350,000	350,000	-	-	-	-	-	-	-	700,000
971B - Collingwood Pier Tree Planting Trail	-	36,960	36,960	36,960	36,960	-	-	-	-	-	147,840
971C - Ridgeline Granular Pathways	50,000	-	-	-	-	-	-	-	-	-	50,000
971D - Shipyards Walkway	-	911,410	-	-	-	-	-	-	-	-	911,410
971E - Harbourlands Marina Facility	-	-	600,000	5,400,000	-	-	-	-	-	-	6,000,000
971G - Harbourview Park Birch Street Boat Launch Replacement	-	99,121	-	-	-	-	-	-	-	-	99,121
971H - Western Harbour Tree Planting	-	9,333	9,333	9,333	9,333	9,333	9,333	-	-	-	55,998

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
971I - Western Harbour Signage	-	5,833	5,833	5,833	5,833	5,833	5,833	-	-	-	34,998
971J - Western Harbour Replacement ViewingPlatform (Western Fens)	-	16,625	16,625	16,625	16,625	16,625	16,625	-	-	-	99,750
971K - Western Harbour Bridge over Black Ash Creek	-	9,800	9,800	9,800	9,800	9,800	9,800	-	-	-	58,800
971L - Western Harbour Kaufman Site Trail	-	5,758	5,758	5,758	5,758	5,758	5,758	-	-	-	34,548
971M - Western Harbour Hen and Chickens Trail Boardwalk Extension	-	48,533	48,533	48,533	48,533	48,533	48,533	-	-	-	291,198
971N - Western Harbour Hen and Chickens Island Boardwalk Connection	-	500,000	-	-	-	-	-	-	-	-	500,000
971O - Western Harbour Public Art	-	4,667	4,667	4,667	4,667	4,667	4,667	-	-	-	28,002
971P - Shipyards Docks along west side of Side Launch	-	46,905	46,905	46,905	46,905	46,905	46,905	-	-	-	281,430
971Q - Shipyards Signage	-	9,333	9,333	9,333	9,333	9,333	9,333	-	-	-	55,998
971R - Shipyards Electrical /Water Pedestals for Docks	-	700	700	700	700	700	700	-	-	-	4,200
971S - Shipyards Promenade Extension	-	94,500	94,500	94,500	94,500	94,500	94,500	-	-	-	567,000
971T - Shipyards Docks in Dry Dock	-	33,082	33,082	33,082	33,082	33,082	33,082	-	-	-	198,492
971U - Shipyards Side Launch Way (Curb, Furnishings, Lighting, Trees, Paving)	-	539,012	539,012	539,012	539,012	539,012	539,012	-	-	-	3,234,072
971V - Shipyards Bury Hydro Line	-	358,526	358,526	358,526	358,526	358,526	358,526	-	-	-	2,151,156
971W - Collingwood Pier Public Art	-	7,000	7,000	7,000	7,000	7,000	7,000	-	-	-	42,000
971X - Collingwood Pier Additional Marina Slips	-	178,970	178,970	178,970	178,970	178,970	178,970	-	-	-	1,073,820
971Y - Collingwood Pier Parking Lot Improvements	-	263,667	263,667	263,667	263,667	263,667	263,667	-	-	-	1,582,002
971Z - Collingwood Pier Millennium Park	-	47,600	47,600	47,600	47,600	47,600	47,600	-	-	-	285,600
9720 - Heritage Park Improvements	-	275,000	-	-	-	-	-	-	-	-	275,000
9723 - Harbour East Wall Docking phases	125,000	50,000	50,000	50,000	-	-	-	-	-	-	275,000
9724 - Wilson Sheffield Park	50,000	1,800,000	-	-	-	-	-	-	-	-	1,850,000
9727 - Harbourview Splash Pad	1,300,000	-	-	-	-	-	-	-	-	-	1,300,000
9728 - PRC Summit View Park	50,000	950,000	-	-	-	-	-	-	-	-	1,000,000
972A - Collingwood Pier Watt's BoathouseRenovation	-	42,525	42,525	42,525	42,525	42,525	42,525	-	-	-	255,150
972B - Collingwood Pier Seasonal Shop Buildings	-	67,667	67,667	67,667	67,667	67,667	67,667	-	-	-	406,002
972C - Collingwood Pier Additional Deck	-	105,000	105,000	105,000	105,000	105,000	105,000	-	-	-	630,000
972D - Collingwood Pier Guard Rail	-	5,833	5,833	5,833	5,833	5,833	5,833	-	-	-	34,998
972E - Ridgeline Signage	-	1,633	1,633	1,633	1,633	1,633	1,633	-	-	-	9,798
972F - Ridgeline Electrical Servicing to Overlookpark	-	26,643	26,643	26,643	26,643	26,643	26,643	-	-	-	159,858
972G - Ridgeline Overlook Park	-	5,912	5,912	5,912	5,912	5,912	5,912	-	-	-	35,472
972H - Ridgeline General Landscape Improvements	-	21,000	21,000	21,000	21,000	21,000	21,000	-	-	-	126,000
972I - Ridgeline Amphitheatre Seating Upgrade	-	14,000	14,000	14,000	14,000	14,000	14,000	-	-	-	84,000
972J - Ridgeline Amphitheatre Stage Upgrade	-	21,000	21,000	21,000	21,000	21,000	21,000	-	-	-	126,000
972K - Sunset Point Public Art	-	7,000	7,000	7,000	7,000	7,000	7,000	-	-	-	42,000
972L - Sunset Point Tree Planting	-	9,333	9,333	9,333	9,333	9,333	9,333	-	-	-	55,998
972M - Sunset Point Naturalization of Eastern Park	-	17,967	17,967	17,967	17,967	17,967	17,967	-	-	-	107,802
972N - Sunset Point Concrete Pathway Widen/Extension	-	71,458	71,458	71,458	71,458	71,458	71,458	-	-	-	428,748
972O - Sunset Point Raised Crosswalk	-	2,333	2,333	2,333	2,333	2,333	2,333	-	-	-	13,998
972P - Sunset Point Benches	60,000	26,367	26,367	26,367	26,367	26,367	26,367	-	-	-	218,202
972Q - Sunset Point Raglan Street Shade Structure	-	26,133	26,133	26,133	26,133	26,133	26,133	-	-	-	156,798
972S - Sunset Point Playground Parking Lot (53 Spaces)	-	105,000	105,000	105,000	105,000	105,000	105,000	-	-	-	630,000
9731 - Parkway Medians	220,000	-	-	-	-	-	-	-	-	-	220,000
9733 - Asphalt Walkways	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	135,000
9734 - IT Requirements	25,000	-	-	-	-	-	-	-	-	-	25,000
9735 - Centennial Aquatic Centre - Facility Maintenance / Improvements	450,000	175,000	12,500	250,000	50,000	50,000	80,000	12,500	50,000	-	1,130,000
9738 - Tremont Public Art Commission	37,000	-	-	-	-	-	-	-	-	-	37,000
9739 - Heading Dockside Mural Replacement	26,500	-	-	-	-	-	-	-	-	-	26,500
973A - Event Folding Chairs	36,500	-	-	-	-	-	-	-	-	-	36,500
9741 - Truck Replacements/Enhancements	83,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	-	403,000
9742 - Shoreline Restoration - Millennium Park	750,000	-	-	-	-	-	-	-	-	-	750,000
9743 - Town Signage	10,000	-	-	-	-	-	-	-	-	-	10,000
9744 - Acquisition of New Vehicles (e.g. pickup, tractor, trailer etc.)	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	66,000	-	594,000

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
9745 - Parks Equipment	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	59,000	-	531,000
975A - Town Hall / EBMA Backup Generator	-	205,000	-	-	-	-	-	-	-	-	205,000
975B - Multi-Purpose Facility Feasibility Study	-	75,000	-	-	-	-	-	-	-	-	75,000
975C - Multi-Purpose Facility	-	-	-	-	-	450,000	27,427,374	-	-	-	27,877,374
975D - Provision for Building Space to Accommodate Additional Parks Staff	-	-	-	-	-	-	400,000	-	-	-	400,000
9760 - Museum Gallery Retrofit	19,000	-	-	-	-	-	-	-	-	-	19,000
977H - Sailing School Equipment	15,154	15,457	15,766	16,082	16,404	16,731	40,227	-	-	-	135,821
97WW - PRC Master Plan Refresh	20,000	-	-	-	-	-	-	-	-	-	20,000
97XX - Wilson Memorial	35,000	-	-	-	-	-	-	-	-	-	35,000
97YY - Healing Forest	30,000	-	-	-	-	-	-	-	-	-	30,000
9709 - Playground Replacements - Sunset Point Enviropark	1,450,000	200,000	-	-	-	-	-	-	-	-	1,650,000
<b>TOTAL PRC</b>	<b>9,345,352</b>	<b>15,073,299</b>	<b>8,944,927</b>	<b>12,707,253</b>	<b>8,757,075</b>	<b>6,184,454</b>	<b>35,935,499</b>	<b>1,007,500</b>	<b>607,500</b>	<b>162,500</b>	<b>98,725,359</b>
930a - Traffic Signal at Hurontario and Findlay	-	550,000	-	-	-	-	-	-	-	-	550,000
930b - Hurontario St - Hume to Collins	-	125,000	198,000	3,597,000	-	-	-	-	-	-	3,920,000
930c - High St - 3rd to 5th	-	-	2,433,600	-	-	-	-	-	-	-	2,433,600
930d - Mountain Rd - 10th Line to Osler Bluff Rd	-	-	-	-	6,569,520	-	-	-	-	-	6,569,520
930e - Collins St - Ste Marie to Katherine St	-	-	1,519,000	-	-	-	-	-	-	-	1,519,000
930f - Cameron St - Walnut to Hurontario	-	-	-	3,372,700	-	-	-	-	-	-	3,372,700
930g - Mountain Rd and First St Extension - Intersection	-	-	216,000	-	-	-	-	-	-	-	216,000
930h - High and First St - Intersection	-	-	-	431,000	-	-	288,000	-	-	-	719,000
930i - Sidewalk - Poplar Sideroad: High to Hurontario St	-	-	-	217,000	-	-	-	-	-	-	217,000
930j - Provision for new storage	-	15,000	-	-	-	-	-	-	-	-	15,000
930k - Transportation Master Plan	-	-	50,000	-	-	-	-	50,000	-	-	100,000
930l - Third St Bridge Rehabilitation	-	88,000	950,000	-	-	-	-	-	-	-	1,038,000
930m - Highway 26 - Silver Glen to Osler Bluff	-	360,000	-	-	-	-	-	-	-	-	360,000
930O - Sidewalk - Hwy 26: Marine View Drive to Sixth Line	-	-	-	-	-	-	295,100	-	-	-	295,100
930P - High and Sixth St - Intersection	-	-	-	-	-	-	-	-	108,000	-	108,000
930R - Highway 26 and Harbour/Balsam St - Intersection	-	-	-	-	-	-	-	-	431,000	-	431,000
930S - Sixth St - Tenth Line to High St	-	-	-	-	-	-	-	-	5,579,700	-	5,579,700
930T - Harbour Street Extension - Tenth Line to Georgian Trail	-	-	-	-	-	-	-	1,388,100	-	-	1,388,100
930U - Highway 26 - Keith Ave to Silver Creek Dr	-	-	-	-	-	-	-	-	-	12,060,600	12,060,600
930V - Sixth Line - Poplar Sideroad to Sandford Fleming Dr	-	-	-	-	-	-	1,619,000	-	-	-	1,619,000
930W - Third St - High St to Birch St	-	-	-	-	-	-	3,174,000	-	-	-	3,174,000
930X - Highway 26 - Silver Glen Boulevard to Silver Creek Drive	-	-	-	-	-	-	-	-	-	1,988,300	1,988,300
9322B - Catch Basin Grate Replacements	70,000	-	-	-	-	-	-	-	-	-	70,000
9322C - Traffic Signal Controller Upgrades	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
9322D - Parking Lane Resurfacing	62,000	-	-	-	-	-	-	-	-	-	62,000
9324 - Provision for Development-Related Vehicles	366,310	563,120	220,000	-	-	178,000	-	-	-	-	1,327,430
9329 - Crosswalks	220,000	224,400	228,888	233,466	238,135	242,898	247,756	252,711	257,765	262,920	2,408,939
9330 - Traffic Calming	135,000	137,700	140,454	143,263	146,128	149,051	152,032	155,073	158,174	161,338	1,478,212
9331 - Peel Street - Hume to Bush	125,000	2,380,000	-	-	-	-	-	-	-	-	2,505,000
9332 - Large Tools & Office Equipment Replacement PW 04	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	90,000
9352 - Sidewalk Repairs	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	-	1,000,000
9362 - Crosswalk Huron and Niagara	45,000	-	-	-	-	-	-	-	-	-	45,000
9366 - 545 10th Line Lifecycle	185,000	-	-	-	-	-	-	-	-	-	185,000
9369 - Hurontario and Lockhart - Intersection	5,000	-	-	-	-	-	-	-	-	-	5,000
9371 - High St - 10th St to Poplar Sideroad	165,000	630,000	6,870,000	-	-	-	-	-	-	-	7,665,000
9373 - 10th Line - 6th St to Mountain Rd	-	150,000	6,434,000	-	-	-	-	-	-	-	6,584,000
9377 - Guide Rail Repairs	240,000	100,000	-	-	-	-	-	-	-	-	340,000
9378 - Connaught Storm Sewer	50,000	-	-	-	-	-	-	-	-	-	50,000
9379 - Pretty River Channelization	200,000	-	-	-	-	-	-	-	-	-	200,000
9380 - Asphalt Resurfacing PW 09	330,000	340,000	350,000	360,000	370,000	380,000	390,000	400,000	420,000	-	3,340,000

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
9382 - Vehicle Replacement PW 02	851,950	665,525	381,425	520,956	768,477	597,841	703,000	959,262	1,375,442	-	6,823,878
9383 - 3rd St and High - Intersection	400,000	703,000	-	-	-	-	-	-	-	-	1,103,000
9384 - Cranberry Trail West Drainage Improvments	575,000	-	-	-	-	-	-	-	-	-	575,000
9387 - Bridge Rehabilitation	650,000	920,000	322,000	956,500	195,000	450,000	450,000	450,000	450,000	450,000	5,293,500
9388 - Mountain Road Widening	4,705,940	11,567,250	-	-	-	-	-	-	-	-	16,273,190
9389 - Minnesota Storm Sewer Repair	5,116,750	-	-	-	-	-	-	-	-	-	5,116,750
93X0 - Replace Salt Storage Facility	300,000	-	-	-	-	-	-	-	-	-	300,000
9423 - Bus Shelters	7,250	7,500	7,750	8,000	-	-	-	-	-	-	30,500
9424 - Bus replacement and Refurbishment	150,000	-	475,000	275,000	475,000	1,655,000	-	-	-	-	3,030,000
9433 - Streetlight Installation	10,000	-	-	-	-	-	-	-	-	-	10,000
<b>TOTAL TRANSPORTATION</b>	<b>15,235,200</b>	<b>19,696,495</b>	<b>20,966,117</b>	<b>10,284,885</b>	<b>8,932,260</b>	<b>3,822,790</b>	<b>7,488,888</b>	<b>3,825,145</b>	<b>8,950,081</b>	<b>14,983,158</b>	<b>114,185,019</b>
9322A - Sewer Camera Replacement	16,500	-	-	-	-	-	-	-	-	-	16,500
9505 - Sanitary Renewal Program	2,975,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	1,725,000	-	16,775,000
9506 - Sanitary Sewer Grouting and Manhole Repairs	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	450,000
950A - Sanitary - Hurontario: Lockhart to Collins St	-	-	955,436	-	-	-	-	-	-	-	955,436
950B - Sanitary - North of Mountain Road: Tenth Line to the West	-	-	-	219,489	-	-	-	-	-	-	219,489
950C - Sanitary - Mountain Road West of Balsam Street	-	-	-	1,258,615	-	-	-	-	-	-	1,258,615
950D - Sanitary - Harbour Street: Georgian Trail to Tenth Line	-	-	-	-	-	-	-	-	165,632	-	165,632
950E - Class EAs	-	75,000	-	-	-	-	-	75,000	-	-	150,000
950F - Wastewater Treatment Plant Expansion	-	-	-	1,470,000	1,470,000	3,058,000	3,058,000	51,264,000	51,264,000	-	111,584,000
950G - Wastewater Treatment Plant Outfall Improvements	-	-	-	-	-	-	269,000	1,433,000	90,000	-	1,792,000
950I - Sanitary - Mountain Rd: Eleventh Line to the West	-	-	-	-	-	-	-	-	-	1,989,438	1,989,438
950J - Sanitary - Black Ash Creek Trunk Main	-	-	-	-	-	-	-	-	-	39,067	39,067
9511 - WW Vehicles	107,000	-	58,000	-	-	80,000	-	-	-	67,000	312,000
9532 - Sewage Pumping Station Refurbishments	40,000	40,000	40,000	45,000	45,000	45,000	50,000	50,000	50,000	55,000	460,000
9550 - Wastewater Treatment Plant Refurbishment	310,000	100,000	100,000	155,000	110,000	110,000	170,000	115,000	115,000	180,000	1,465,000
9553 - Inflow at WWTP	250,000	200,000	150,000	-	-	-	-	-	-	-	600,000
9554 - Paterson SPS Pump Replacements	800,000	220,000	85,000	-	-	-	-	-	-	-	1,105,000
9558 - Osler Bluff Lagoon	250,000	250,000	250,000	-	-	-	-	-	-	-	750,000
9581 - WWTP Sludge Transfer Pump Replacements	390,000	75,000	-	-	-	-	-	-	-	-	465,000
9582 - WWTP Blower Replacement	-	-	35,000	750,000	40,000	-	-	-	-	-	825,000
9583 - WWTP Screw Pump Rehabilitation	905,000	110,000	-	-	-	-	-	-	-	-	1,015,000
<b>TOTAL WASTEWATER</b>	<b>6,093,500</b>	<b>2,845,000</b>	<b>3,448,436</b>	<b>5,673,104</b>	<b>3,440,000</b>	<b>5,068,000</b>	<b>5,322,000</b>	<b>54,712,000</b>	<b>53,459,632</b>	<b>2,330,505</b>	<b>142,392,177</b>
9600 - Water Efficiency Measures	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
960A - 100mm Watermain Replacement	120,000	-	320,000	-	320,000	-	320,000	-	320,000	-	1,400,000
960B - New Elevated Tank	-	-	-	-	-	230,055	389,625	3,336,390	3,336,390	-	7,292,460
960C - Water & Wastewater Master Plan Update	-	100,000	240,000	-	-	-	110,000	250,000	-	-	700,000
960D - Distribution Pressure Reducing Valves	-	-	-	281,000	-	-	-	-	-	-	281,000
960F - Osler Bluff Booster Pumping Station Decommissioning	-	-	-	-	112,000	630,000	31,000	-	-	-	773,000
960H - Booster Pumping Station Refurbishments	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	245,000
960I - Georgian Meadows BPS Decommissioning	-	-	-	15,000	202,000	15,000	-	-	-	-	232,000
9610 - Vehicles & Equipment	387,000	75,000	-	357,000	-	-	208,000	399,000	-	74,000	1,500,000
9611 - Large Tools	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	405,000
9620 - Carmichael Reservoir Upgrades	1,403,000	1,176,000	135,000	-	-	-	-	-	-	-	2,714,000
9621 - In Ground Reservoir	20,000	21,000	72,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	295,000
9622 - Osler Bluff Booster Station Improvements	11,000	-	-	-	-	-	-	-	-	-	11,000
9625 - Water Meter Data Analytics Software	50,000	-	-	-	-	-	-	-	-	-	50,000
9627 - New /Replacement Water Meter/Transmitters	85,000	85,000	85,000	90,000	90,000	90,000	95,000	95,000	95,000	100,000	910,000
9640 - Water Treatment Plant Refurbishment	660,000	180,000	150,000	150,000	50,000	50,000	50,000	50,000	50,000	50,000	1,440,000
9641 - Water Treatment Plant Expansion	11,670,000	26,395,000	25,600,000	13,600,000	5,665,000	-	-	-	-	-	82,930,000
9642 - Stewart Road Reservoir and Booster Pumping Station	-	3,734,000	6,220,000	1,587,000	23,000	-	-	-	-	-	11,564,000
9643 - Water Treatment Plant Membrane Filter Replacements	500,000	100,000	100,000	-	-	-	-	-	-	-	700,000

Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
9644 - Water SCADA Improvements	615,000	150,000	-	-	-	-	-	-	-	-	765,000
9645 - New Residential and General Water Services	88,000	90,000	92,000	94,000	96,000	98,000	100,000	102,000	104,000	104,000	968,000
9646 - Water Services Replacement	118,000	120,000	122,000	124,000	126,000	129,000	132,000	135,000	138,000	141,000	1,285,000
9648 - New Watermains	50,000	1,150,000	2,400,000	1,560,000	1,900,000	2,250,000	50,000	1,175,000	-	60,000	10,595,000
9649 - Watermain Replacement	2,100,000	2,100,000	2,100,000	369,500	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	13,419,500
9650 - Hydrants	20,000	20,000	25,000	25,000	25,000	30,000	30,000	30,000	35,000	35,000	275,000
9652 - Valve Additions and Replacements	225,000	70,000	40,000	42,000	44,000	46,000	48,000	50,000	52,000	54,000	671,000
<b>TOTAL WATER</b>	<b>18,198,000</b>	<b>35,644,000</b>	<b>37,781,000</b>	<b>18,399,500</b>	<b>9,886,000</b>	<b>4,804,055</b>	<b>2,802,625</b>	<b>6,864,390</b>	<b>5,375,390</b>	<b>1,866,000</b>	<b>141,620,960</b>
9751 - Accessible Entrance Doors	150,000	-	-	-	-	-	-	-	-	-	150,000
9752 - I.T. Replacement - Training Room & Public Computers	9,000	7,000	7,000	8,000	8,000	8,000	8,000	8,000	8,000	-	71,000
9753 - Library Geothermal	25,000	-	-	-	-	-	-	-	-	-	25,000
975E - Provision for Land for New Library	-	-	-	576,000	-	-	-	-	-	-	576,000
975F - Provision for New Library Space (10,000 sf)	-	-	-	-	4,000,000	-	-	-	-	-	4,000,000
975G - Provision for New Library Space Furniture and Equipment (10,000 sf)	-	-	-	-	300,000	-	-	-	-	-	300,000
975J - Library Heat Pump Access	30,000	-	-	-	-	-	-	-	-	-	30,000
975K - Library Heat Pump Replacement	150,000	100,000	100,000	-	-	-	-	-	-	-	350,000
975L - Library Lighting Retrofits	20,000	-	-	-	-	-	-	-	-	-	20,000
<b>TOTAL LIBRARY</b>	<b>384,000</b>	<b>107,000</b>	<b>107,000</b>	<b>584,000</b>	<b>4,308,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>-</b>	<b>5,522,000</b>
<b>GRAND TOTAL</b>	<b>51,639,410</b>	<b>90,433,375</b>	<b>75,530,088</b>	<b>58,057,287</b>	<b>36,725,049</b>	<b>20,460,057</b>	<b>52,878,370</b>	<b>67,689,563</b>	<b>69,613,131</b>	<b>19,342,163</b>	<b>542,368,493</b>